# Agency Strategic Plan

## Fiscal Years 2017 to 2021
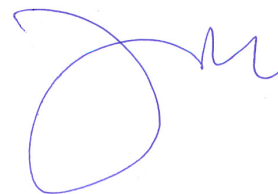
By
## Texas Department of Information Resources

| Board Member | Dates of Term | Hometown |
|---|---|---|
| John B. Scott (Chair) | 01/15/2016 – 02/01/2021 | Fort Worth, TX |
| Charles Bacarisse | 02/15/2013 – 02/19/2019 | Houston, TX |
| Stuart A. Bernstein | 01/15/2016 – 02/01/2021 | Austin, TX |
| Wanda Rohm | 03/16/2011 – 02/01/2017 | San Antonio, TX |
| Linda I. Shaunessy | 01/15/2016 – 02/01/2019 | Austin, TX |
| Rigoberto Villarreal | 01/15/2016 – 20/01/2021 | McAllen, TX |
| Darran Anderson (Ex-Officio) | 02/01/2015 – 02/01/2017 | Austin, TX |
| Bowden Hight (Ex-Officio) | 02/01/2015 – 02/01/2017 | Austin, TX |
| David C. Mattax (Ex-Officio) | 02/01/2015 – 02/01/2017 | Austin, TX |

June 24, 2016

**Stacey Napier**
*Executive Director*

**John B. Scott**
*Board Chair*

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## DIR MISSION

The mission of the Texas Department of Information Resources (DIR) is to provide technology leadership, solutions and value to Texas state government, education and local government entities to enable and facilitate the fulfillment of their core missions.

## AGENCY OVERVIEW

As the state's information technology agency, DIR provides customers with technology products and services relevant to government. DIR also works with agencies to assess needs and measure the impact of industry developments, while providing vision and guidance as technology continues to advance.

Within a decentralized governmental structure, DIR provides opportunities for Texas government to benefit from sharing technology services, protecting technology assets and citizen privacy, simplifying access to government services, and promoting the innovative use of technology across the state. DIR also leverages the buying power of the state for technology purchasing. Continuing its founding purpose, DIR provides technology policy, planning, and standards that help shape consistent and effective use of technology across the state.

## STATEWIDE TECHNOLOGY OPERATIONS AND INNOVATION

### STATEWIDE TECHNOLOGY CENTERS

The Statewide Technology Centers are managed by DIR and vendors partners to provide information resources technology and software application maintenance and development services on a cost-sharing basis, including the Data Center Services program.

The Data Center Services (DCS) program was created to reduce overall taxpayer costs by consolidating and standardizing IT infrastructure, products, and services across agencies with large IT investments. DCS consolidated 29 state agencies IT infrastructure into two highly secure, redundant statewide data centers in Austin and San Angelo, Texas.

The data centers are a private, community cloud where only trusted government entities' data and applications reside within a closed secure network on shared infrastructure. Each agency's data is isolated within the network, allowing each agency to access only its data.

The DCS program provides fully managed server, mainframe and bulk print/mail services. Fully managed services includes managing all the hardware, software, tools and technical staff to support the customer's IT infrastructure. These services include disaster recovery, backup, monitoring, security, storage, production control, data center network, architecture design, capacity management, operating system support, hardware refresh and facilities.

### DIGITAL GOVERNMENT

Digital Government provides oversight for Texas.gov, the online portal for the state of Texas. The portal provides a single, secure structure for government agencies and their customers to conduct business over the Internet in the most cost-effective manner.

Texas.gov is a public-private partnership. The state-vendor relationship and responsibilities are governed by a master contract. The vendor provides a service desk for customer agencies and a help desk for citizens. They also offer webinars through DIR's outreach programs to address current trends in software development, mobile enablement, responsive design and security. DIR staff provide program

governance and perform contract and project oversight with Texas.gov customers.

Digital Government is also responsible for addressing digital government issues and initiatives for Texas, which include:
- Evaluating online services and mobile applications
- Promoting digital government strategies
- Establishing .texas.gov domain policy and processes for state agencies and local government adoption

## INFORMATION TECHNOLOGY CONTRACTS

The Technology Sourcing Office (TSO) manages the cooperative contracts programs, the enterprise contracts, processes purchasing data and provides data analysis on contract usage. TSO also manages the Historically Underutilized Business (HUB) program, providing information and support to the HUB vendor community and monitoring use of HUB contracts.

DIR negotiates cooperative contracts to offer information technology products and services at a discount. TSO contract managers develop solicitations, evaluate responses, negotiate terms and conditions and establish and monitor more than 750 cooperative contracts. Savings result from economies of scale and reduced administrative costs. DIR leverages the state's buying power to offer enterprise contracts for statewide or multi-agency consolidated services such as Texas.gov, Data Center Services and the state telecommunications network.

## TELECOMMUNICATIONS

Communications Technology Services (CTS) provides a secure statewide network for data, voice, video and Internet for use by state leadership, state agencies, education and local government. Although state agencies are required to use CTS services, education and local government customers voluntarily leverage DIR enterprise contracts for telecommunications services. The CTS program also provides the telephone system for the Capitol Complex. CTS staff focus on ensuring stable, secure and reliable network operations while providing individualized customer service.

## ADMINISTRATION

With direction from the DIR Board and the Executive Director, the General Counsel's Office, Chief Financial Officer, Internal Audit, Project Management Office, and others support the day-to-day operations of the agency and the mission of DIR.

# STATEWIDE TECHNOLOGY PLANNING AND POLICY

DIR's planning and policy experts provide guidance, planning and reporting on statewide information technology priorities, while coordinating several statewide programs to advance the use of best practices, expand collaboration and ensure compliance with state laws and rules.

## SECURITY

Within DIR, the Chief Information Security Office (CISO) manages the enterprise security program and coordinates statewide cybersecurity efforts, including security services, policy and assurance, risk management, education and training.

To protect state information and technology assets, DIR provides vulnerability assessment services to state agencies, develops statewide security policies and best practices, maintains a 24/7 security alert system and promotes security awareness through cybersecurity training.

## DATA GOVERNANCE

The Statewide Data Coordinator, established in HB 1912, 84R, 2015, promotes a data sharing culture throughout Texas state government and higher education. The Statewide Data Coordinator promotes best practices on data management, secure infrastructure for data sharing to increase efficiency and reduce cost, and projects that will increase data transparency. Coupled with effective statewide data governance, these will create an environment of collaboration, enabling government to develop innovative data sharing partnerships, exchange information about best practices and improve services to the communities they serve.

## STRATEGIC PLANNING

Along with these statewide programs, DIR's planning and policy staff also develops and publishes the State Strategic Plan on Information Resources and the Biennial Performance Report to set strategic direction for IT in state government as well as to recommend improvements to statewide IT. DIR also offers education, outreach programs and provides training and information to IRMs and IT staff through conferences, briefings and forums about key technology topics.

DIR Enterprise Solution Services (ESS) staff work with state agencies to promote enterprise architecture, standards, collaborative communities and technical initiatives. ESS staff provide services based on the enterprise architecture disciplines of business capability modeling, use case creation, requirements gathering and other technical standards.

DIR's Strategic Outsourcing staff works with agency leadership, DIR program business owners and customers to create and manage a comprehensive strategic outsourcing strategy. Greater coordination allows staff to spread best practices among DIR's outsourced programs and identify opportunities to eliminate redundancies and create efficiencies.

## IT PROJECT MANAGEMENT

The Statewide Project Delivery program helps state agencies manage and implement major information technology projects. The program provides guidance on project management practices and tools to support a consistent, statewide methodology to manage and control IT projects. DIR is also a member of the Quality Assurance Team that monitors major information resources projects.

## ACCESSIBILITY

The Electronic and Information Resources Accessibility program supports state agencies in complying with state and federal accessibility requirements and ensuring that Texas government websites, information and services are accessible to every citizen regardless of disability.

## DIR CORE GOALS

DIR directors and key staff examined the governor's statewide objectives, DIR's statutory obligations and customer needs, and considered our strengths and challenges. As a result, the agency agreed on the following core goals to support DIR's mission. The agency core goals are:

1. **Promote technology leadership and opportunities through statewide collaboration**
   DIR leverages the collective efforts and knowledge capital of the state's IT and business leaders and looks for opportunities to collaborate across its programs. DIR will continue to evaluate and implement new information and communications technologies and will focus on creating additional opportunities for collaboration across the state.

2.  **Provide customers with cost-effective and innovative technology solutions**
    Providing cost-effective solutions and innovative digital services to its customers is one of DIR's primary functions. DIR will continue to maintain its focus on offering current and modern technologies while keeping technology costs down.

3.  **Enhance operational and program performance to deliver quality customer service**
    DIR seeks to leverage the skills and talents of its staff through organizational development, process improvements for gained efficiencies and increased alignment of DIR's resources with its strategic and tactical goals.

Once DIR's core goals were established, the executive leadership team met to prioritize strategic objectives that would focus the agency's work into five areas:
- Ensure effective and efficient daily operations to support directives in statute and the General Appropriations Act
- Develop statewide IT spend models to better understand and predict IT needs
- Coordinate statewide data management to improve decision making
- Leverage shared services to expand best practices and reduce costs
- Reduce risk to DIR and its customer agencies to improve outcomes

## AGENCY OPERATIONAL GOALS AND ACTION PLANS

To make progress toward DIR's core goals and the Governor's statewide objectives, the agency identified the following operational goals:

**Table 1. Evolve Technology Center Offerings, Lead—Data Center Service Program**

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**
To ensure the DCS program continues to offer quality services in a cost effective manner, the program will offer both fully and semi-managed services for IT infrastructure and deliver current technology by creating a new hybrid cloud approach and supporting architecture. Hybrid cloud, the state's DCS private cloud connected to public government clouds, supports DIR's goal to promote technology leadership and opportunities through statewide collaboration for shared services.

**SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL**
To increase customer satisfaction using the DCS cloud, the following technologies will be implemented:
- Hybrid Cloud functionality adds the capability for customers to connect storage and compute in public government clouds with compute in the DCS private, community cloud
- Self-service options which will add service delivery options allowing customers to self-provision and semi-manage servers in the DCS private community cloud and DCS public government cloud
- Planned completion date: FY 2018

**HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES**
By continuing to evolve and modernize the statewide technology center and its services, DIR will be:
- Providing customers service options with agility, transparency and control
- Allowing customers to better manage their costs through a new discreet pricing structure
- Improving speed of service delivery and system availability through more automation

**OTHER CONSIDERATIONS**
None

## Table 2. Texas.gov Re-procurement, Lead—Digital Government

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

To fully leverage shared services throughout the state, a competitive re-procurement for Texas.gov services will be required. Specific goals for the re-procurement include:
- Facilitate citizen access to government services
- Increase the quality of service delivery
- Increase transparency and accountability
- Promote and protect the value of the Texas.gov program
- Obtain and incentivize innovation in the program

**SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL**

Digital Government began the re-procurement process in April 2016. To achieve stated program goals, a Request for Offer (RFO) will be published no less than 16 months prior to the Texas.gov contract expiration date of August 2018 and the award of a new Texas.gov contract will occur no less than seven months prior to the Texas.gov contract expiration date. Planned completion date: FY 2018

**HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES**

The Texas.gov program provides digital services for Texas government. Through a competitive re-procurement, the program will increase financial accountability and transparency to the tax-payers of Texas.

**OTHER CONSIDERATIONS**

The current Texas.gov contract expires in August 2018.

## Table 3. Legacy Modernization, Lead—Enterprise Solution Services

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

Develop a statewide legacy modernization strategy with guides and structure to assist agencies in making measureable progress toward a secure and up-to-date statewide technology infra-structure. This effort will foster implementation of the statewide legacy modernization strategy across agencies, leveraging the new Statewide Technology Center's Managed Application Service where appropriate, incorporating new Application Portfolio Management, and Business Analytics service offerings as directed by HB 1890, 84R, 2015.

**SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL**

Phase one of the legacy modernization strategy will include:
- Creating an Application Development Decision Framework for use by agencies to create specific modernization plans, supporting artifacts and integration with the Project Delivery Framework used for managing IT projects.
- Implementing Application Portfolio Management (APM) pilot and leverage as an exploratory tool to support agencies' modernization
- Implementing a Business Analytics and Reporting (BAR) pilot and leverage to prepare foundation of a shared service
- Building collaboration forums to address:
  - Legacy modernization
  - Application Development Decision Framework creation
  - Shared services opportunities
- Planned completion date: FY 2018

Phase two will include:
- Providing technology modernization assessments to 5-10 qualified entities per year
- Establishing a full Application Portfolio Management (APM) program open to all state agencies and potential Statewide Technology Center customers

- Establishing a Business Analytics and Reporting (BAR) shared service for state agencies
- Having active collaboration communities in the following topic areas that are seen by state and local government bodies as sources for insight, direction and IT services best practices:
  - Enterprise Architecture
  - Application Development
  - Technology Vision
- Planned completion date: FY 2020

**HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES**

A statewide legacy modernization strategy, with its supporting components, will assist agencies to prioritize information technology investments, improve their cybersecurity posture, develop pilot projects to demonstrate value and determine requirements before engaging in large scale projects and develop best practices. This strategy will also provide decision models to guide and document investment decisions, improved transparency regarding agency planning and existing solutions with reduced redundancy.

**OTHER CONSIDERATIONS**

None

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**Table 4. Automate IT Procurement Processes, Lead—Technology Sourcing Office**

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

Automate all procurement and contracting processes that are currently performed manually. This improvement will streamline the contract development process, eliminate time consuming manual work and establish an electronic procurement process at DIR.

**SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL**

The Technology Sourcing Office contracting staff will:
- Provide digital processing by creating a customer and vendor portal improving the vendor sales reporting process
- Provide full system integration by implementing an agency wide electronic approval routing and signature tool
- Automate contracting processes by implementing an electronic procurement system which will streamline and automate DIR procurement related processes; improving cycle times, increasing transparency and decreasing turnaround time, while maintaining security and confidentiality
- Planned completion date: FY 2018

**HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES**

Automating the contracting process promotes technology leadership and opportunities through statewide collaboration and reduces duplicative efforts across agencies. In addition, these actions will mitigate risk by improving customer and vendor access to data, creating transparency to the public and improving cycle times by automating manual processes.

**OTHER CONSIDERATIONS**

These actions will require internal and external resources to facilitate the transition and may require additional funding to acquire and deploy an automated procurement system.

## Table 5.  Establish an Enterprise Contracting Services Group, Lead—Technology Sourcing Office

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

Leverage the expertise of dedicated staff to establish an enterprise software licensing agreements group. The staff will establish statewide enterprise software licensing agreements based on known customer purchasing volumes. Increased focus on procurement best practices will improve purchasing activities, modernize the contracting process and improve vendor negotiations strategies.

**SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL**

- Create a new process and contract template for shared services programs such as DCS, TEX-AN, and Texas.gov
- Create new contract process and standard contract for shared services Request for Offers
- Establish a team of experts to manage shared services contracts leveraging the staff to support new services in DCS or in the Cooperative Contracts program
- Planned pilot completion date: FY 2017, expanding the program and offerings based on the pilot results

**HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES**

Improving the quality of state IT contracts promotes technology leadership and reduces duplicative efforts across agencies. In addition, this action will improve customers' ability to procure cost effective products and services to meet the needs of the citizens.

**OTHER CONSIDERATIONS**

These actions will require additional resources to facilitate the improvements and may require funding. DIR may need authority to make a bulk purchase on behalf of customers and then charge for services and collect payments.

## Table 6.  Evolve the Multi-Sourcing Integrator Model, Lead—Strategic Outsourcing

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**

DIR staff in each operational program will work together to identify opportunities to leverage an enterprise Multi-Sourcing Integrator (MSI). The MSI currently used in the DCS program manages day-to-day IT service delivery as part of the state-vendor partner arrangement. A more unified approach to an MSI could reduce costs through competition and reduce dependence on any single provider.

An enterprise MSI will simplify the processes for customers to purchase services from DIR, and have those services delivered and monitored.

**SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL**

The Chief Technology Office and Strategic Outsourcing staff will work closely with each DIR program to identify opportunities to aggregate back-office functions and customer services to create a seamless view of DIR to the customer. DIR will work with the various stakeholders to develop and issue an RFO, and procure the next generation MSI. Planned completion date: FY 2018

**HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES**

By reducing redundancies and coordinating at an enterprise level, an enterprise MSI will simplify the customer interface and coordinate the delivery of service for the various service delivery providers, resulting in the enhanced ability of DIR to deliver superior customer service. The MSI project supports accountability to the tax and fee payers of Texas by reducing duplication and preparing a successful and transparent procurement initiative. By aggregating core functions across DIR, staff seeks to eliminate waste.

**OTHER CONSIDERATIONS**

None

## Table 7.  VoIP Transition, Lead—Communications Technology Services

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**
DIR is transforming the current Capitol Complex Telephone System (CCTS) to a Voice over Internet Protocol (VoIP) platform. The current telephone system has reached end of life and will not be supported by the manufacturer after March 2018.

The new platform enables unified communications to more than 20,000 Capitol Complex users. This infrastructure is a state-of-the-art, feature-rich platform. The new VoIP platform will deliver next generation technology to agencies so they can benefit from additional capabilities such as mobile workforce, video conferencing, enhanced contact center capability and instant messaging. These features will allow communications for remote workers and improve internal and external communications. Users will be able to improve efficiencies and increase productivity for similar or reduced monthly costs as the current platform.

**SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL**
DIR is meeting with each CCTS agency to ensure they understand the future offerings of their telephone system and to set expectations for converting to the new VoIP telephone system. Currently more than 12 agencies have converted from the legacy phone system to the VoIP platform. The remaining agencies are expected to convert by March 2018.

The new VoIP platform is dependent upon each agency having sufficient internal network so that DIR may provide VoIP telecommunications services to the agency. Some agencies will need to upgrade their local networks and verify it is ready to support the new VoIP infrastructure. As agencies verify their network as VoIP ready, they will become candidates for migration and be scheduled for the transition. Planned completion date: FY 2018

**HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES**
Providing cost-effective solutions and innovative digital services to its customers is one of DIR's primary functions. DIR will continue to maintain its focus on offering current and modern technologies while keeping technology costs down with shared services initiatives such as the VoIP initiative.

**OTHER CONSIDERATIONS**
None

## Table 8. Implement Duties of the Statewide Data Coordinator, Lead—Statewide Data Coordinator

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**
Assist state agencies and institutions of higher education in the development of individual Enterprise Information Management programs by establishing a data management center of excellence through collaboration with a data sharing community. Coordinate the sharing of data management best practices through the community to develop a framework of polices, standards, research material and templates to be used as reference in the development of each individual program. Secondly, work with customers to identify open data and interagency data sharing opportunities by facilitating discussions, conducting surveys and establishing networks. Coordinate the sharing of data to constituents by encouraging the use of the Texas open data portal and between agencies by encouraging open dialogue and collaboration.

**SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL**
The statewide data coordinator will:
- Continue to facilitate monthly best practice data sharing community sessions, adding new customers from state, local, county and higher education each month

- Continue acting as a resource for agencies to provide feedback on data strategy, program development and open data
- Participate in the implementation and lessons learned documentation of the Business Analytics and Reporting pilot, and make recommendations for post-pilot implementation efforts.

DIR will continue to grow the statewide data coordination and statewide data governance program to improve data security, management and sharing in Texas.
Planned completion date: FY 2020

**HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES**
Statewide data coordination supports the work of the Interagency Data Coordination and Transparency Commission (SB 1844, 84R) to provide technology leadership, solutions, and value to Texas state government, and education and local government entities. Improved statewide collaboration, leadership and focus on data and information management makes government more transparent and accessible to citizens. Long-term, improved data coordination will reduce duplication of efforts across agencies and make government more efficient.

**OTHER CONSIDERATIONS**
None

## Table 9. Managed Security Services Program, Lead—Chief Information Security Office

**AGENCY OPERATIONAL GOAL AND ACTION PLAN**
DIR is establishing an enterprise managed security services offering to make a package of security services available for purchase from DIR contracts. This approach will address any possible gaps in agency or government entity security staffing within the state and increase security services by utilizing a standardized approach to implementation, delivery, and billing of security services.

**SPECIFIC ACTION ITEMS TO ACHIEVE THE GOAL**
- DIR will release a public Request For Offers seeking commercial security service providers for several distinct security services
- DIR will evaluate using the MSI to manage the multiple vendors that will deliver these services
- DIR will offer the security services in the Statewide Technology Centers
- Planned completion date: FY 2018

**HOW THE GOAL SUPPORTS THE GOVERNOR'S FIVE STATEWIDE OBJECTIVES**
By leveraging a standardized security solution, DIR expects to negotiate better customer pricing and solutions providing more efficient use of taxpayer funds. Additionally, by standardizing specific security services, agencies can focus on core functions.

**OTHER CONSIDERATIONS**
None

## REDUNDANCIES AND IMPENDIMENTS

Table 10. Barriers to Agency Effectiveness

| SERVICE, STATUTE, RULE OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE) | DESCRIBE WHY THE SERVICE, STATUTE, RULE OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS | PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION | DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFIT ASSOCIATED WITH RECOMMENDED CHANGE |
|---|---|---|---|
| *Senate Bill 20 Conflict*<br><br>The $1 million dollar procurement threshold caps the ability of DIR to execute on the bulk purchasing GAA riders Art. IX 9.04 and 9.11, 2015 | DIR is directed to conduct a bulk purchase of certain IT products and services on behalf of a group of agencies to achieve greater savings, however, requirements passed in SB 20, 84R cap the amount of the bulk purchase at $1 million because of RFO requirements | Make an exception to Gov. Code 2157.068 for legislatively directed bulk purchases | Greater discounts can be achieved for larger bulk purchase. The 2014 bulk purchase effort, implemented through two events saved participating agencies approximately $4.5 million |

## STATUTORY BASIS

DIR was created in 1989, and is enabled in Government Code Chapter 2054—the Information Resources Management Act. Over time, DIR's scope of responsibilities has expanded from its original focus—technology strategic and operational planning—to include Texas.gov, the Data Center Services program, chief information security office, network security operations center and security services, telecommunication services and the technology sourcing office. Other relevant chapters implementing DIR programs include Government Code Chapters 2055, 2059, 2157, 2170, and 2262.

## GOAL A

**Promote Statewide IR Policies and Innovative, Productive and Efficient Information Systems**

Promote a statewide environment that encourages efficient use and management of information resources and assist state leadership in achieving its goals through advice and recommendations on information resources issues.

## OBJECTIVE 01 (A.01)

**Enhance Statewide Enterprise Management of Information Resources (IR)**

Enhance the statewide enterprise management of information resources (IR) by producing the biennial Statewide Information Resources Strategic Plan and performance reports, issuing statewide recommendations, reviewing national and international standards with recommendations for state applicability, providing IR education that facilitates continuing education certification requirements for IRMs and securing state assets.

## STRATEGY 01 (A.01.01)

**Produce Statewide IR Strategic Plan, Conduct Collaborative Workshops**

Produce the Biennial Statewide Information Resources Strategic Plan and related performance reports and analyses, issue statewide recommendations, provide a technology trends and management practices education forum for state agency personnel including IRMs and conduct interagency and intergovernmental workgroups.

## STRATEGY 02 (A.01.02)

**Develop Rules and Guidelines to Establish Statewide Technology Standards**

Develop rules and guidelines that establish statewide technology standards and best practices for agencies to manage and align their technology with their business environments and to guide effective project delivery.

## STRATEGY 03 (A.01.03)

**Plan Statewide Security for IR Assets**

Develop statewide security standards for Information Resource assets and support the state's Homeland Security efforts through technical analysis, training, and awareness efforts, and proactive prevention, threat reduction, and response to IR security threats.

## A.01 | OUTCOME MEASURE 01

**Percent of DIR Recommendations Enacted**

DEFINITION | DIR makes recommendations to state leadership on statewide IR issues that affect agencies. This measure reflects the percentage of recommendations enacted compared to the number of recommendations made.

PURPOSE | DIR reviews technical issues affecting state agencies and provides reports to the legislature such as the Biennial Performance Report on Information Resources Management (BPR) and other reports. The recommendations in the reports address IR policy issues.

METHODOLOGY | The number of recommendations enacted through legislation is divided by the total number of recommendations made in legislative reports. Some recommendations may be modified by the legislature before adoption, but are counted in the totals. Recommendations made and legislation enacted are counted manually.

DATA SOURCE | Recommendations included in required legislative reports and legislation enacted as a result of the recommendations.

DATA LIMITATIONS | The data is based on the current reporting period only.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

## A.01 | OUTCOME MEASURE 02

**Percent of IR Strategic Initiatives/Major Agency Participation**

DEFINITION | Measures the major agencies' participation in IR strategic initiatives.

PURPOSE | This measure documents that agencies are participating in applicable statewide initiatives.

METHODOLOGY | The percentage is calculated by using the following formula: the number of initiatives (recommendations made in the State Strategic Plan for Information Resources and Biennial Performance Report on Information Resources Management) that each of the top 40 agencies is participating in divided by (total number of initiatives multiplied by the 40 agencies).

DATA SOURCE | Major agencies are the 40 agencies with the highest IR expenditures as identified by the Comptroller. The technology initiatives are contained in the State Strategic Plan for Information Resources Management, Biennial Performance Report on Information Resources Management and other legislative reports. DIR uses Agency Strategic Plans and the Information Resources Deployment Review to identify the number of initiatives that agencies are participating in.

DATA LIMITATIONS | IR strategic initiatives may not be applicable to all agencies.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

## A.01 | OUTCOME MEASURE 03

### Percent of Attendees Favorably Rating Education Events

DEFINITION | This measure is a rating of the favorable response from attendees at all DIR's education events.

PURPOSE | DIR sponsors a variety of education programs and events. This measure helps monitor the usefulness to the attendees of the specific training event.

METHODOLOGY | The total number of favorable ratings is divided by the total number of evaluation responses received for the event.

DATA SOURCE | Evaluation sheets are distributed for each education event. Evaluation sheets request attendees to record their rating of educational events.

DATA LIMITATIONS | Limited by the attendees completing the evaluation sheets.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Low

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

## A.01 | OUTCOME MEASURE 04

### Percent of IRMs Meeting Continuing Education (CE) Requirements

DEFINITION | Measure reflects the percentage of agency IRMs that meet the CE requirements defined in the Continuing Education Guidelines.

PURPOSE | Each agency IRM must meet CE requirements which are determined by the agency IR budget level. The measure shows agency IRMs meeting continuing education requirements and in compliance with DIR rules.

METHODOLOGY | Number is determined by analyzing reports submitted by IRMs and determining which IRMs are meeting CE requirements. Analysts manually compare reports submitted with the requirements to determine if IRMs are meeting the requirements. The number of agencies determined to be in compliance is then divided by the total number of agencies for which DIR CE rule applies.

DATA SOURCE | Reports are submitted by agency IRMs to DIR in the IRM Continuing Education Reporting system.

DATA LIMITATIONS | Accuracy of reports submitted by IRMs.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Low

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

## A.01.01 | EFFICIENCY MEASURE 01

### Average Response Time per Information Request

DEFINITION | This measure reflects the average response time for information requests from the legislative branch and the Governor's Office.

PURPOSE | DIR responds in a timely manner to state leadership in order to provide information and assist in the decision-making process. This measure shows the responsiveness of the agency to legislative and gubernatorial requests.

METHODOLOGY | A report of requests for information is taken from the Legislative Request Tracking System. The total time in hours spent on such requests is determined from an electronic database. The total time in hours spent is divided by the number of requests to arrive at the

average response time.

DATA SOURCE | An electronic database is used to count the number of requests for information requiring a response and is used to determine the amount of time DIR employees spent on legislative/gubernatorial requests.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

## A.01.01 | EFFICIENCY MEASURE 02

### Average Cost per Statewide IR Recommendation Produced

DEFINITION | This measure calculates the average cost of making recommendations to the state leadership on IR issues.

PURPOSE | This measure shows the average cost for producing a recommendation. It is related to recommendations contained in enacted legislation.

METHODOLOGY | The total time spent developing recommendations is divided by the total number of recommendations, then multiplied by an average hourly rate, which includes average hourly staff salary, benefits and overhead.

DATA SOURCE | An electronic system is used to determine the total time spent on producing the recommendations. The recommendations in the Biennial Performance Report on Information Resources Management and other legislative reports are counted manually.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | Low

## A.01.01 | OUTPUT MEASURE 01

### Number of Statewide IR Recommendations Produced

DEFINITION | This measure is a count of statewide IR recommendations contained in the Biennial Performance Report on IR Management and other legislative reports.

PURPOSE | This measure is a count of recommendations produced by staff research on IR

issues. This number is used to calculate the outcome measure, "Percent of DIR Recommendations Enacted."

METHODOLOGY | The number of recommendations in the Biennial Performance Report on Information Resources Management and other legislative reports is counted.

DATA SOURCE | Biennial Performance Report on Information Resources Management, other legislative reports, and other research sources. Reports required by the legislature vary and are sometimes requested on an ad hoc basis.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

## A.01.01 | OUTPUT MEASURE 02

### Number of Briefings, Workgroups, and Focus Groups Conducted by DIR

DEFINITION | Measure of DIR's hosting of briefings, workgroups, focus groups and agency-member committees within its enterprise governance structure, as well as other forums which benefit agencies by addressing information technology issues.

PURPOSE | To ensure DIR actively solicits collaborative input and promotes participation across all levels of government on statewide IR issues.

METHODOLOGY | Manual count of hosted briefings, workgroups and focus groups conducted by DIR.

DATA SOURCE | Count originates from DIR program communication plans as well as focus groups and other workgroups advertised in DIR ListServ notices.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

## A.01.01 | OUTPUT MEASURE 03

### Number of Education Programs Produced

DEFINITION | Measure is a count of all educational events sponsored by DIR.

PURPOSE | DIR sponsors events in order to help

educate agencies on technology and technology issues, and to provide continuing education to the IRM community.

METHODOLOGY | Manual count of all educational events sponsored by DIR.

DATA SOURCE | Projects identified in the DIR spreadsheet titled Sponsored Educational Events.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

## A.01.01 | OUTPUT MEASURE 04

**Average Cost per Rule, Guideline, and Standard Reviewed and Produced**

DEFINITION | This measure represents average cost of reviewing and producing DIR rules, guidelines and standards.

PURPOSE | This is one of DIR's main objectives in setting state direction in the use of IR and in the agencies implementing efficient systems. Allows analysis of cost over time, based on the complexity and volume of national and international guidelines and standards.

METHODOLOGY | Target will be calculated using the appropriated amount of Strategy A.1.2.Rule and Guideline Development divided by the target of the Number of Rules Guidelines and Standards Reviewed and Produced. Each quarter the actual expenses associated with that strategy will be extracted from DIR's internal accounting system and divided by the number of rules, guidelines and standards reviewed and produced.

DATA SOURCE | DIR's internal accounting system is utilized for expenditure information. The actual number of rules, guidelines and standards reviewed and produced is counted manually from the "Rules, guidelines and standards reviewed and produced" spreadsheet.

DATA LIMITATIONS | None

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

## A.01.02 | OUTPUT MEASURE 01

**Number of Rules, Guidelines and Standards Produced**

DEFINITION | Measure is a manual count of the number of rules, guidelines and standards the agency publishes.

PURPOSE | DIR promotes the efficient use and management of information systems by publishing statewide rules, guidelines and standards. Rules, guidelines and standards establish statewide direction for agencies implementing IR technologies. These directly impact agency IR projects and management of such projects.

METHODOLOGY | Manual count of rules, guidelines and standards produced during the quarter.

DATA SOURCE | Manual count of the number of rules, guidelines and standards dealing with separate technologies or technology management practices. Rules are documented in DIR Board minutes. Guidelines and standards are listed on a spreadsheet titled "Rules Guidelines and Standards Reviewed and Produced."

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

## A.01.02 | OUTPUT MEASURE 02

**Number of Agencies that Utilize Framework for Non-major IR Projects**

DEFINITION | This measure will track voluntary agency use of Framework documents for smaller IR projects.

PURPOSE | To measure framework use by agencies that are not required to submit Texas Project Delivery Framework Documents to the QAT/Comptroller of Public Accounts for non-major IR projects.

METHODOLOGY | Count of non-major projects that utilize one or more of the Framework tools required for major information resources projects.

DATA SOURCE | Data collected through surveys.

DATA LIMITATIONS | Count is dependent upon voluntary reporting of Framework use for non-major IR projects.

KEY MEASURE | No

NEW MEASURE | No
PRIORITY | Medium
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

## A.01.02 | OUTPUT MEASURE 03

**Number of State Agency Personnel Trained on Framework and Project Delivery**

DEFINITION | This measure is a count of agency personnel that participate in framework and project delivery training and educational events.

PURPOSE | Reflects state agencies' interest in framework and project delivery educational events by monitoring state agency staff attendance.

METHODOLOGY | Manual count of all state personnel attending framework and project delivery educational events.

DATA SOURCE | Information is collected from attendance roster at framework and project delivery educational events and summarized in the spreadsheet titled "Framework and Project Delivery Educational Events" or other logs maintained in the Chief Administrative Office.

DATA LIMITATIONS | Count may be inaccurate if attendees do not register as state employees by identifying the agency they are representing. This may reduce the actual count reported.

KEY MEASURE | No
NEW MEASURE | No
PRIORITY | Medium
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

## GOAL B

**Manage the Cost-Effective Delivery of IT Commodities and Services**

Assist state agencies and other governmental entities in achieving their objectives through the most cost-effective acquisition and delivery of IT commodities and services.

## OBJECTIVE 01 (B.01)

**Improve Agencies' Acquisition and Use of IT**

Maximize the state's buying power for IT commodities and services.

## STRATEGY 01 (B.01.01)

**Manage Procurement Infrastructure for IT Commodities and Services**

Manage a procurement infrastructure for IT commodities and services which maximizes the state's volume buying power and enhances the quality of purchases by negotiating, managing, and monitoring IT contracts.

## OBJECTIVE 02 (B.02)

**Provide Consolidated/Shared IT Services to State Agencies and Other Governmental Entities**

Provide consolidated/shared IT services to state agencies and other government entities in Texas and other states.

## STRATEGY 01 (B.02.01)

**Data Center Services**

Implement, monitor and maintain consolidated Data Center Services.

## STRATEGY 02 (B.02.02)

Texas.gov

Manage contracts for Texas.gov, the state of Texas e-government portal.

## OBJECTIVE 03 (B.03)

**Assist State Agencies and Institutions of Higher Education in the Protection of Information Assets**

Enhance state cybersecurity efforts to protect information assets.

## STRATEGY 01 (B.03.01)

**Enhance State Cybersecurity Efforts to Protect Information Assets**

Assist state agencies and institutions of higher education in the protection of information, information resources, compliance requirements and risk reduction with best practices and guidelines through cybersecurity education, training, risk management tools and cybersecurity related services.

## B.01 | OUTCOME MEASURE 01

**Percent of Eligible Texas Local Government Entities Using DIR Services**

DEFINITION | The percentage of eligible government entities voluntarily using DIR services.

PURPOSE | Measures DIR's penetration of the local government market.

METHODOLOGY | The number of eligible local government entities executing transactions divided by the total number of eligible local government entities. Eligible entities are defined as political subdivisions and other local government entities authorized to use DIR contracts by TGC Sections 2054.0565(b); 2054.003(9); 2170.004(5). Eligible entities include: city and county governments, school districts, junior colleges, special districts, municipal water districts and public libraries. The total universe of eligible governmental entities is derived from the latest U.S. census data.

DATA SOURCE | Transactions from eligible entities are calculated via contracts and vendor reports listing each entity that has used DIR services queried from the Cooperative Contracts database.

DATA LIMITATIONS | This measure relies on the latest U.S. Census data which may not capture current municipalities or newly established municipalities and the accuracy of vendors' sales reports.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | High

## B.01.01 | OUTPUT MEASURE 1

### Average Cost Recovery Rate for Cooperative Contracts

DEFINITION | This measure represents the average cost recovery rate applied to all sales from cooperative contracts.

PURPOSE | Measures efficiency of program.

METHODOLOGY | Divide the total administrative fees collected by gross sales to determine the average cost recovery rate.

DATA SOURCE | Vendor sales reports and DIR financial systems.

DATA LIMITATIONS | Accuracy of data provided by vendors.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

## B.01.01 | OUTPUT MEASURE 02

### Total Contract Savings and Cost Avoidance Provided through DIR Contracts

DEFINITION | A measure intended to assess the competitiveness of a DIR contract.

PURPOSE | Demonstrates cost avoidance and competeveness of DIR contracts for agencies, local governments, education, and assistance organizations.

METHODOLOGY | For new contracts, DIR utilizes projected top selling products and/or services to calculate cost avoidance for the entire contract. For existing contracts, DIR uses actual top selling products and/or services, based on actual sales data for the contract. Cost avoidance percentage is calculated by product and/or service, subtracting the DIR contracted price from the benchmark comparison price to develop the cost avoidance percentage. These cost avoidance percentages for each product and/or service are then averaged. The individual percentages are averaged to calculate an overall cost avoidance rate which is then applied to all sales for the contract. If no benchmark is available, DIR uses the negotiated price discount from MSRP as a savings. With the procurement of Deliverables Based IT services where pricing is not part of the contract award, DIR will not perform a cost avoidance or benchmark for those contracts. In instances where no cost avoidance is conducted, a cost avoidance justification memo to file will be created. Cost avoidance will be conducted in accordance with the Cooperative Contracts Operating Policies and Procedures within the Technology Sourcing Office. Due to the complexity and diversity of IT contracts, DIR may employ differing methodologies to assess the competitiveness of DIR contracts in the marketplace.

DATA SOURCE | The DIR final negotiated price, or discount from Manufacturer's Suggested Retail Price (MSRP), for DIR contracts is used to compare products and services against other purchasing cooperatives and/or other states to derive a marketplace price that can be used to calculate a cost avoidance multiplier. Actual sales data is derived from the DIR's data warehouse that stores monthly vendor submitted

sales reports.

**DATA LIMITATIONS |** Availability of an appropriate benchmark price for comparison. Benchmark prices are derived, where possible, from other like cooperatives and/or other states with comparable contracts. Benchmark pricing is used to compare against the DIR contracted price. Some IT services have no comparable marketplace price from which to derive a benchmark price; in those instances no cost avoidance can be calculated. In instances where no cost avoidance is conducted, a cost avoidance justification memo to file will be created. The Deliverables Based IT Services procurement does not include pricing as part of the contract award, therefore, DIR will not perform a cost avoidance or benchmark for that contract. Sales data is submitted to DIR by the vendor in the month following the sale. Due to the timing of the receipt of sales data, DIR provides estimated performance metrics at the time of the required quarterly submission and submit revised numbers for those metrics the following quarter.

**KEY MEASURE |** Yes
**NEW MEASURE |** No
**PRIORITY |** High
**CALCULATION TYPE |** Cumulative
**TARGET ATTAINMENT |** High

## B.01.01 | EXPLANATORY MEASURE 1

**Total DIR Gross Sales**

**DEFINITION |** Measure represents the total gross sales from all cooperative contracts for IT commodities and services.
**PURPOSE |** Measures the use of DIR's contracts.
**METHODOLOGY |** Sum total of all sales from IT commodity and service contracts (cooperative contracts).
**DATA SOURCE |** Vendor's sales reports
**DATA LIMITATIONS |** Accuracy of data provided by vendors.
**KEY MEASURE |** No
**NEW MEASURE |** No
**PRIORITY |** Medium
**CALCULATION TYPE |** Non-Cumulative
**TARGET ATTAINMENT |** High

## B.01.01 | EXPLANATORY MEASURE 02

**Number of Exemptions Requested for IT Commodities and Services**

**DEFINITION |** Number of exemptions requested by state agencies for the purchase of IT commodities and services.
**PURPOSE |** Measures DIR's ability to meet state agency needs for IT commodities and services.
**METHODOLOGY |** Manual count
**DATA SOURCE |** Exemptions requested by state agencies.
**DATA LIMITATIONS |** None
**KEY MEASURE |** No
**NEW MEASURE |** No
**PRIORITY |** Medium
**CALCULATION TYPE |** Non-Cumulative
**TARGET ATTAINMENT |** Low

## B.02 | OUTCOME MEASURE 01

**Percent of Monthly Minimum Service Level Targets Achieved for Data Center Services**

**DEFINITION |** Measures overall service level outcomes for consolidated data center systems.
**PURPOSE |** This measure documents the extent to which data center services meet minimum expectations for an array of metrics addressing system availability, problem resolution and completion of designated scheduled deliverables. Service level measures designated as "critical" by DIR are those deemed most important based on input from state agencies and with respect to which the State may become entitled under the Agreement to receive financial credits if the service provider repeatedly fails to satisfy the service level standard.
**METHODOLOGY |** The initial Critical Service Level Matrix of 30 critical service levels is defined in the Data Center Services (DCS) Agreement. The DCS contract library contains documentation of the matrix, modifications to the designation of a particular measure as "critical," and changes to the financial credits associated with not meeting a particular "critical" measure. The percentage is calculated by using the following formula: (number of monthly critical minimum service levels met during the period) divided by (total number of monthly critical service levels measured during the period) times 100%.
**DATA SOURCE |** Monthly service level performance reports for service level targets on the Critical Service Level Matrix. The provider for consolidated Data Center Services will prepare the reports. Minimum service level targets are

specified on the Critical Service Level Matrix in the Agreement.

DATA LIMITATIONS | In response to changes in State of Texas business needs and priorities as communicated by state agencies, DIR retains flexibility under the Agreement to increase or decrease the number of service level measures that it designates as "critical" and are included in the Critical Service Level Matrix. Under defined condition, the state may be entitled to financial credits, if the service provider repeatedly fails to meet individual service level standards that DIR designates as "critical."

KEY MEASURE | Yes
NEW MEASURE | No
PRIORITY | Medium
CALCULATION TYPE | Non-Cumulative
TARGET ATTAINMENT | High

## B.02 | OUTCOME MEASURE 02

**Percent of Visitors Satisfied with Texas.Gov**

DEFINITION | This measure reflects the percentage of visitors that complete the customer satisfaction survey and have a favorable experience.

PURPOSE | The percentage of visitors that are satisfied with their experience using Texas.gov shows that the site is providing a valuable service. It is imperative the satisfaction level remains very high to ensure quality of service. Declining satisfaction rates may be indicative of problems with the Texas.gov site and services offered.

METHODOLOGY | Texas.gov will provide the customer satisfaction survey instrument on each application. Results will be collected online and analyzed quarterly for trends. The number of satisfied survey respondents divided by total survey responses.

DATA SOURCE | Customer satisfaction survey instrument available continually on the Texas.gov individual services.

DATA LIMITATIONS | Depends on the number of visitors that complete the survey instrument.

KEY MEASURE | No
NEW MEASURE | No
PRIORITY | Medium
CALCULATION TYPE | Non-Cumulative
TARGET ATTAINMENT | High

## GOAL B.02 | OUTCOME MEASURE 03

**Percent of Customers Satisfied with Data Center Services Contract Management**

DEFINITION | This measure reflects the percent of chief executives or their designees from DCS customer agencies (DIR Customers) that respond to the customer satisfaction survey question and report a favorable rating for the job DIR is doing in carrying out DCS contract management.

PURPOSE | This measure documents the extent to which a survey of all chief executives from participating DCS agencies rate DIR's contract management of the DCS Program as good or excellent (positive rating).

METHODOLOGY | The percentage is calculated using the following formula: (respondents rating the DCS contract management job DIR is doing as good or excellent) divided by (all respondents giving a rating) times 100% .

DATA SOURCE | Annual customer satisfaction survey conducted (online, by telephone, or in-person) by an independent market research firm.

DATA LIMITATIONS | Depends on obtaining survey responses (ratings) from the chief executives of the agencies participating in the DCS Program (DIR Customers) as part of the annual CS executive-level customer satisfaction survey.

KEY MEASURE | Yes
NEW MEASURE | No
PRIORITY | Medium
CALCULATION TYPE | Non-Cumulative
TARGET ATTAINMENT | High

## B.02.01 | EXPLANATORY MEASURE 1

**Texas.gov Collections Deposited into the General Revenue Fund**

DEFINITION | This measure reflects the annual General Revenue generated for the State by Texas.gov operations.

PURPOSE | This measure indicates the annual contribution made by Texas.gov to State General Revenue.

METHODOLOGY | The Texas.gov General Revenue is a percentage calculated based on the terms in the vendor Master Agreement and the vendor Master Work Order Agreement.

DATA SOURCE | Monthly Texas.gov reports provided by service provider.

DATA LIMITATIONS | None

KEY MEASURE | No
NEW MEASURE | NO
PRIORITY | Medium
CALCULATION TYPE | Non-Cumulative
TARGET ATTAINMENT | High

## B.02.01 | OUTPUT MEASURE 1

**Number of Services Available through the Portal**

DEFINITION | This measure reflects the number of online services available through the state electronic internet portal, Texas.gov.

PURPOSE | This measure shows the growth in the number of online services available through the state electronic internet portal, Texas.gov.

METHODOLOGY | New services are brought online through various governance mechanisms. The number and list of services are tracked by the vendor.

DATA SOURCE | Monthly Texas.gov financial report provided by vendor.

DATA LIMITATIONS | None
KEY MEASURE | No
NEW MEASURE | No
PRIORITY | Medium
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

## B.02.01 | OUTPUT MEASURE 02

**Number of Transactions Conducted through the Portal**

DEFINITION | This measure reflects the number of payment transactions processed through the state electronic internet portal, Texas.gov.

PURPOSE | This measure indicates the number of payment transactions processed through Texas.gov.

METHODOLOGY | Each online payment transaction is captured by the state electronic internet portal, Texas.gov, payment service and routed through the banking and credit card systems.

DATA SOURCE | Monthly state electronic internet portal, Texas.gov report provided by vendor.

DATA LIMITATIONS | None
KEY MEASURE | No
NEW MEASURE | No
PRIORITY | High
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

## B.03.01 | OUTPUT MEASURE 01

**Number of State Agency Security Assessments Performed**

DEFINITION | Number of third-party state agency security assessments performed.

PURPOSE | To assess security program capabilities and make recommendations regarding appropriate actions.

METHODOLOGY | Manual count of individual completed security assessments.

DATA SOURCE | Count of agencies participating in DIR sponsored network security assessments as it relates to Statewide Cybersecurity services.

DATA LIMITATIONS | Participation by agencies is voluntary.

KEY MEASURE | Yes
NEW MEASURE | No
PRIORITY | Medium
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

## B.03.01 | OUTPUT MEASURE 2

**State Agency Participation in DIR Provided Security Training Offerings**

DEFINITION | Number of state agencies, including institutions of higher education, which participate in DIR provided security training offerings including webinars, conferences, seminars or other training offerings related to cybersecurity.

PURPOSE | Reflects state agencies and institutions of higher education interest and awareness in cybersecurity by monitoring attendance.

METHODOLOGY | Manual count of all registrations and attendance records for cybersecurity training offerings.

DATA SOURCE | Information is collected from attendance and registration records maintained by DIR staff.

DATA LIMITATIONS | Count may be inaccurate if attendees do not register individually for web-based training or indicate attendance at in person training.

KEY MEASURE | Yes
NEW MEASURE | No
PRIORITY | Medium
CALCULATION TYPE | Cumulative
TARGET ATTAINMENT | High

## GOAL C

### Telecommunications
Assist governmental entities in secure and cost-effective usage of network services.

## OBJECTIVE 01 (C.01)

### Reduce CCTS Prices, Response Time and Complaint Resolution Time
Provide a Capitol Complex Telephone System (CCTS) basic station rate that is five or more percent below the estimated average local exchange carrier price for basic business service.

## STRATEGY 01 (C.01.01)

### Maintain and Increase the Capabilities of CCTS
Maintain and increase the capabilities of the Capitol Complex Telephone System.

## OBJECTIVE 02 (C.02)

### Provide Voice and Data Services
Provide secure telecommunication services that deliver business value through use of traditional utility methods (legacy TEX-AN) and through converged IP communications services (enhanced TEX-AN) that, on a statewide basis, are below average industry prices when compared to a sampling of rates published by service providers registered with the Texas PUC for Intralata and Interlata providing like voice traffic, data and other media services to customers in Texas.

## STRATEGY 01 (C.02.01)

### Maintain Legacy TEX-AN and Provide Enhanced TEX-AN Network Services
Maintain statewide network services and provide a shared infrastructure to support converged IP communications services.

## STRATEGY 02 (C.02.02)

### Provide Network and Telecommunications Security Services
Provide converged network security services, including telecommunications networks, that encompass network assessments and monitoring as a proactive means to identify and remediate vulnerabilities and external network threats for participants of the state's network security and operations center and security services for other eligible entities when requested and approved.

## C.01 | OUTCOME MEASURE 01

### Percent of Customers Satisfied with CCTS

DEFINITION | This represents the relative amount of customers who are pleased with the level of customer services performed in their area.

PURPOSE | Measure is important indicator of how well DIR is serving its customers.

METHODOLOGY | Customer satisfaction results are entered into a database and are based on the web survey responses from CCTS users. Results are averaged based upon the number of survey responses.

DATA SOURCE | Information is taken from a web survey which CCTS customers can access and input via DIR's website.

DATA LIMITATIONS | Dependent upon customer response to a DIR survey.

KEY MEASURE | Yes
NEW MEASURE | No
PRIORITY | High
CALCULATION TYPE | Non-Cumulative
TARGET ATTAINMENT | High

## C.01.01 | EFFICIENCY MEASURE 01

### Percent of CCTS Complaints/Problems Resolved in 8 Working Hours or Less

DEFINITION | The percentage of Trouble tickets completed within eight working hours.

PURPOSE | Measure counts the number of Trouble tickets completed within eight working hours for the reporting period. Fast turnaround time is important to maintain high customer satisfaction.

METHODOLOGY | The CCTS Manager uses the CCTS Trouble ticket Management system report on Trouble tickets by Technician to manually count from the report of the entries of Trouble tickets that took less than eight hours. This number is subtracted from the total number of Trouble tickets which is calculated by the report. The count of those that took less than eight hours is given as a percent of the total number of Trouble tickets completed for the reporting period obtained.

DATA SOURCE | The CCTS Help Desk receives a trouble call that requires a technician to be dispatched. A Trouble ticket is filled out with information on the call including time started, trouble code, etc. When the problem is fixed, the Trouble

ticket is completed with arrival time, time completed, parts used, etc. This information is entered into the CCTS Trouble Ticket Management system.

DATA LIMITATIONS | None
KEY MEASURE | No
NEW MEASURE | No
PRIORITY | High
CALCULATION TYPE | Non-Cumulative
TARGET ATTAINMENT | Low

## C.01.01 | EFFICIENCY MEASURE 02

**CCTS Trouble Tickets as % of Lines in Service**

DEFINITION | The percent of Trouble Tickets as compared to the number of basic lines in service.

PURPOSE | Measure counts the number of CCTS Trouble Tickets reported as a percent of total basic lines in service. This measure is important to gauge the number of stations requiring repairs throughout the year and thus the increasing demands for technicians, as well as maintenance trends as the system expands.

METHODOLOGY | The CCTS manager will divide the number of Trouble Tickets completed for the reporting period by the average number of stations on the system.

DATA SOURCE | The number of Trouble Tickets is derived from the CCTS Trouble Ticket management system reports. The number of Trouble Tickets is divided by the number of basic lines (standard stations) billed each month.

DATA LIMITATIONS | None
KEY MEASURE | No
NEW MEASURE | No
PRIORITY | High
CALCULATION TYPE | Non-Cumulative
TARGET ATTAINMENT | Low

## C.02 | OUTCOME MEASURE 01

**Percent of Customers Satisfied with TEX-AN**

DEFINITION | The percent of customer satisfaction achieved for TEX-AN operations.

PURPOSE | Indicator of customer satisfaction with TEX-AN services provided by staff and vendors.

METHODOLOGY | Customer satisfaction results are entered into a database and are based on the web survey responses from TEX-AN users. Results are averaged based upon the number of survey responses.

DATA SOURCE | Information is taken from a web survey which TEX-AN customers can access and input via DIR's website.

DATA LIMITATIONS | Dependent on response to DIR survey.
KEY MEASURE | Yes
NEW MEASURE | No
PRIORITY | High
CALCULATION TYPE | Non-Cumulative
TARGET ATTAINMENT | High

## C.02 | OUTCOME MEASURE 02

**Percent of Agencies' Critical Security Vulnerabilities Reduced**

DEFINITION | Percentage of agencies' critical security vulnerabilities reduced as calculated from voluntary responses from agencies.

PURPOSE | This measure will focus on the effectiveness of the DIR third-party assessments to mitigate security vulnerabilities. It will also assist in the increase of awareness to threats to information resources.

METHODOLOGY | Number of critical security vulnerabilities remediated voluntarily reported divided by total number of critical security vulnerabilities identified.

DATA SOURCE | Data will be obtained from remediation reports voluntarily submitted by the agencies in response to DIR sponsored vulnerability assessments.

DATA LIMITATIONS | Number of critical security vulnerabilities existing on agency networks. Timeliness and accuracy of agency remediation reports. Agencies that participate are not required to send DIR a copy of the report due to security sensitivities.

KEY MEASURE | No
NEW MEASURE | No
PRIORITY | Medium
CALCULATION TYPE | Non-Cumulative
TARGET ATTAINMENT | High

## C.02.01 | EFFICIENCY MEASURE 01

**Average Price per Intrastate Minute on TEX-AN**

DEFINITION | Average price per minute for intrastate long distance calls.

PURPOSE | Intended to show the average price per minute charged for Intrastate calls. These statistics provide a familiar point of reference for benchmarking to the general market.

METHODOLOGY | Total dollar amounts divided by

total of minutes for intrastate calls.

DATA SOURCE | The dollar amounts and the number of minutes for Intrastate calls (interlata and intralata) are obtained from the tele-management system for all customers for the reporting period.

DATA LIMITATIONS | Services may not be strictly comparable to those generally marketed by telecom vendors (e.g. switched vs. dedicated access).

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

## C.02.01 | EFFICIENCY MEASURE 02

**Average Price per Interstate Minute on TEX-AN**

DEFINITION | Average price per minute for inter state long distance calls.

PURPOSE | Intended to show the average price per minute charged for Interstate calls. These statistics provide a familiar point of reference for benchmarking to the general market.

METHODOLOGY | Total dollar amounts divided by total of minutes for interstate calls.

DATA SOURCE | The dollar amounts and the number of minutes for Interstate calls are obtained from the telemanagment system for all customers for the reporting period.

DATA LIMITATIONS | Services may not be strictly comparable to those generally marketed by telecom vendors (e.g. switched vs. dedicated access).

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

## C.02.01 | EFFICIENCY MEASURE 03

**Average Price per Toll-Free Minute on TEX-AN**

DEFINITION | Average price per minute for Toll-Free calls.

PURPOSE | Intended to show the average price per minute charged for Toll-Free calls. These statistics provide a familiar point of reference for benchmarking to the general market.

METHODOLOGY | Total dollar amounts divided by total of minutes for Toll-Free calls.

DATA SOURCE | The dollar amounts and the number of minutes for Toll-Free calls are obtained from the telemanagment system for all customers for the reporting period.

DATA LIMITATIONS | Services may not be strictly comparable to those generally marketed by telecomm vendors (e.g. switched vs. dedicated access).

KEY MEASURE | Yes

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

## C.02.01 | EFFICIENCY MEASURE 04

**TEX-AN Trouble Tickets as Percent of Circuits**

DEFINITION | The percentage of Trouble Tickets reported as a percentage of total circuits. Trouble Tickets are defined as service actions identified by DIR or DIR's customers for vendor resolution.

PURPOSE | Measure counts the number of Trouble Tickets as a percentage of circuits. This measure is important to gauge overall quality of circuits during the course of the year.

METHODOLOGY | The number of Trouble Tickets reported is divided by the number of circuits billed.

DATA SOURCE | TEX-AN vendors are required to provide monthly reports on the Trouble Tickets reported. This is compared to the total circuits as billed by the company.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

## C.02.01 | EFFICIENCY MEASURE 05

**Average Price of Data Services**

DEFINITION | The price for providing a data circuit from end to end for a TEX-AN customer (based on T1 circuits).

PURPOSE | Data rates for TEX-AN services can be compared against agreed upon negotiated rates based on user and industry input.

METHODOLOGY | The number of circuits are obtained from the total for all customers from the tele-management system for the reporting period. The dollar amount billed is divided by the

corresponding total count of circuits. The port charge is added and the total multiplied by two.

DATA SOURCE | The count of circuits and amounts billed are obtained from the total for all customers in the telemanagement system for the reporting period.

DATA LIMITATIONS | None

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | High

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

## C.02.02 | EFFICIENCY MEASURE 01

**Average Cost of Security Controlled Penetration Tests**

DEFINITION | This measure determines the average costs to manage a security assessment.

PURPOSE | Allows analysis of security assessment management.

METHODOLOGY | The hours logged into the time-keeping system multiplied by the average hourly security analyst salary divided by the number of DIR managed security controlled penetration tests. To this result add the vendor's average value of a controlled penetration test.

DATA SOURCE | Hours logged into the timekeeping system and vendor's average value of a security controlled penetration test.

DATA LIMITATIONS | Agency participation in security assessment is voluntary.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Non-Cumulative

TARGET ATTAINMENT | Low

## C.02.02 | OUTPUT MEASURE 01

**Number of Security Controlled Penetration Tests**

DEFINITION | Number of DIR-sponsored third-party controlled penetration tests of state agencies' and other authorized entities' networks.

PURPOSE | To assess network vulnerabilities and make recommendations regarding appropriate corrections.

METHODOLOGY | Manual count of individual security controlled penetration tests including follow-up or additional tests of the same state entity.

DATA SOURCE | Count of agencies (provided by third party vendor) participating in DIR sponsored network security controlled penetration tests

DATA LIMITATIONS | Participation by agencies is voluntary.

KEY MEASURE | No

NEW MEASURE | No

PRIORITY | Medium

CALCULATION TYPE | Cumulative

TARGET ATTAINMENT | High

## GOAL D

**Indirect Administration**

DIR is responsible for delivering a shared technology infrastructure to more effectively plan and manage the state's investment in information and communications technology. DIR is responsible for delivering managed services to other state agencies and local government entities.

These services include data center services to other state agencies, communications technology services to state agencies and local government entities through CCTS and TEX-AN, an IT commodities purchase program that provides lower cost products to agencies and other governmental entities through DIR negotiated contracts, network security services for IT and telecommunications networks and the Texas.gov web portal.

While central administration supports the agency, the agency is a provider of services to all agencies and local governmental units in the entire state and the ability to deliver these services requires administrative resources that support the service delivery operations. This description applies to the objective and all strategies of this goal.

## OBJECTIVE 01 (D.01)

**Indirect Administration**

## STRATEGY 01 (D.01.01)

**Central Administration**

## STRATEGY 02 (D.01.02)

**Information Resources**

## STRATEGY 03 (D.01.03)

**Other Support Services**

## HISTORICALLY UNDERUTILIZED BUSINESS PLAN

DIR's Historically Underutilized Business (HUB) program has the dual role of increasing HUB participation at the state level through the Cooperative Contracts program and for DIR through its internal procurement. These procurements have reportable and non-reportable expenditures. The reportable expenditures reflected in the state HUB goals were established by the 2009 State of Texas Disparity Study and Texas Comptroller of Public Accounts (CPA). The non-reportable expenditures are documented in the DIR's HUB report in the Supplemental Letter to the CPA. DIR does not receive HUB credit toward the HUB goals. DIR strongly believes in the HUB program and establishes HUB goals for all DIR contracts regardless of whether or not the expenditures are reportable.

When issuing internal solicitations, DIR uses the CPA's Centralized Master Bidders List and each appropriate HUB vendor is given an opportunity to respond to the solicitation. DIR posts most solicitations for 30 days, exceeding the state's requirement of 14 days in a good faith effort to include HUBs.

HUB expenditures for statewide enterprise contracts are non-reportable. The contracts for DCS, Texas. gov and TEX-AN all have HUB subcontracting plans. DIR continues to work with the vendors to identify subcontracting opportunities for each of these contracts.

The Cooperative Contracts program provides significant opportunities for participating agencies to increase their HUB utilization. In FY 2015 there were approximately 281 contracts offered through HUB prime vendors and additional opportunities were available through 335 HUB resellers. More than 34.7 percent of Cooperative Contracts purchases were made using HUB vendors for the first half of fiscal year 2015.

Gov. Code Chapter 2155, requires DIR to purchase goods and services from established statewide contracts that meet the agency's requirements, if the agency cannot find a product or service under the contract, then the agency is given delegated authority to contract.

DIR's internal policy is to use HUBs for goods and services whenever feasible. When contracting with non-HUB vendors, DIR uses good faith efforts when working with its contractors to explore HUB subcontracting opportunities.

The DIR HUB office works closely with the purchasing department to integrate the purchasing guidelines and the HUB rules to facilitate implementation and compliance for each DIR internal purchase. Both departments work closely with other internal departments to ensure qualified HUBs are included in procurement opportunities for purchases exceeding $5,000. For purchases of $5,000 or less, the utilization of HUB firms by DIR personnel is encouraged to the maximum extent possible. DIR sends bidding opportunities to minority trade organizations, chambers of commerce and small business development centers.

The complete set of DIR HUB procedures may be found in the HUB Policy and Procedures Manual which is maintained by the HUB program staff.

DIR's improvement efforts for increased HUB utilization will continue to include:
- Implementation of internal procurement initiatives that include stricter bid requirements than those set by the Office of the Comptroller's Texas Procurement and Support Services (TPASS)
- Development of prime contractor and HUB subcontractor relationships through DIR's Mentor

Protégé Program
- Increased awareness of DIR procurement opportunities through the agency's website
- Electronic State Business Daily, local commerce events and statewide forums
- Attendance by the HUB coordinator at pre-bid conferences to provide subcontracting instructions
- Host or co-host two annual economic opportunity forums
- Host annual training for DIR employees
- Coordination of networking opportunities for vendors to meet key DIR staff
- Attendance at economic opportunity forums and HUB-oriented trade fairs with bid opportunities
- Identify and participate, whenever possible, in activities provided by the state or an agency of the state that encourage the inclusion of minority and/or woman-owned businesses, such as the HUB Discussion Workgroup
- Interact with minority trade organizations, chambers of commerce and small business development centers to answer questions and provide HUB information
- Identification and assistance for HUB contractors who need certification or re-certification
- Meet with DIR HUB and Cooperative Contract Programs Board Subcommittee quarterly
- Analyze expenditures by division and communicate suggestions for increased HUB participation

DIR strongly encourages HUB and Minority and Women Business Enterprise (MWBE) vendors to compete for all DIR procurement opportunities. DIR actively encourages HUB vendors to work with prime vendors as resellers or subcontractors. All DIR solicitation conferences include a presentation on the HUB Sub-contracting Plan requirements. For large solicitations, DIR will conduct a separate opportunity forum specifically for HUB and prime vendors to meet one another and discuss opportunities for partnering.

DIRs HUB program has a dual role of increasing HUB participation through DIR Internal Procurement and the Cooperative Contracts program by:
- Promoting full and equal opportunities for all vendors in state contracting
- Encouraging and assisting HUBs in acquiring CPA HUB Certification
- Increasing awareness of HUB opportunities through education, communication, training, and innovative outreach efforts

A copy of the HUB report pursuant to 84R, GAA, Art IX, Sec. 7.07 is available on the DIR website: www.dir.texas.gov

## FISCAL YEAR 2017 THROUGH FISCAL YEAR 2021

### CURRENT WORKFORCE PROFILE

#### GENDER AND AGE

DIR currently has a legislative appropriations cap of 198.0 full time equivalent (FTE) positions for Fiscal Years 2016 and 2017. As of May 1, 2016, the headcount stood at 191 employees. DIR's workforce consists of 50 percent females and 50 percent males. Approximately 88 percent of the agency's employees are 40 or older, while three percent are under 30 years old. The average age of DIR employees is 50. With only 12 percent of DIR's workforce under the age of 40, the agency must aggressively implement succession planning, an effective recruitment and a retention strategy to ensure the fulfilment of DIR's mission.

**Employee Age (Years)**

- 3%
- 9%
- 17%
- 38%
- 33%

Legend: 60 and Over | 50-59 | 40-49 | 30-39 | Under 30
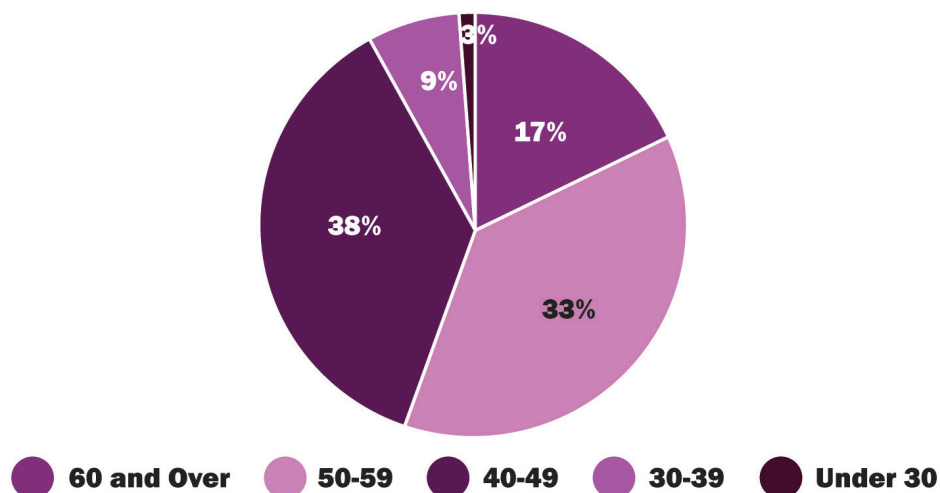
#### EQUAL EMPLOYMENT OPPORTUNITY JOB CATEGORIES

DIR has a highly educated workforce with many professional employees holding advanced degrees and credentials. Many technical employees hold various degrees and certifications. Seventy-five percent of the employees are in the Professional category. The next highest category is Officials, Administration at 18 percent. The Technical Staff make up 15 percent and the Administrative Support Staff make up seven percent of DIR staff.

**EEO Job Categories**

- 13%
- 12%
- 75%

Legend: Officials, Administrators | Administrative Support | Professionals
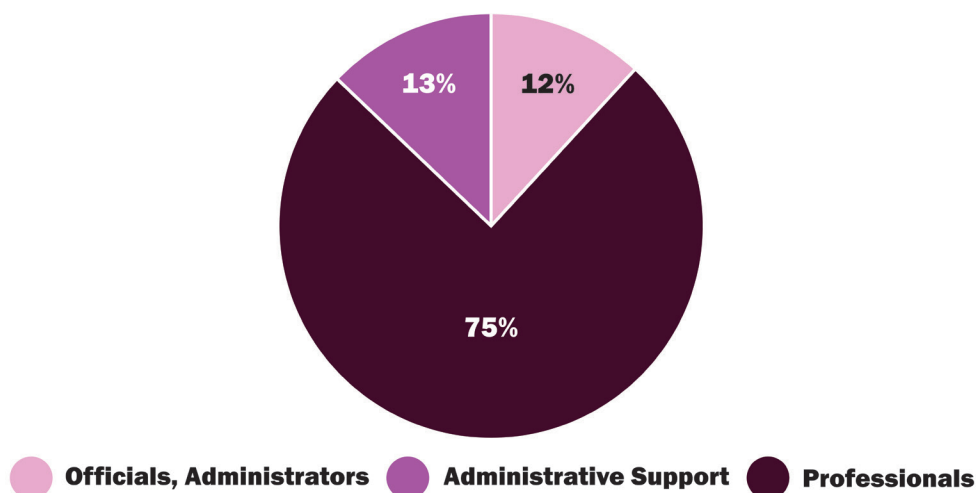
## WORKFORCE DIVERSITY

The agency is committed to providing equal employment opportunities for all staff. Employment decisions are not influenced by race, color, religion, sex, national origin, age, disability, genetic information or any other extraneous factor. The department makes every effort to recruit, select, and retain a qualified workforce that is representative of the state's civilian labor force and will continue to work diligently to meet the equal opportunity employment goals of the State of Texas.

As of May 1, 2016, African-Americans and Hispanics comprised 30 percent of the DIR workforce. The following table provides a comparison of the department's labor force with the state's labor force.

| EEO Job Category | African Americans | | Hispanic Americans | | Female | |
|---|---|---|---|---|---|---|
| as of 5/1/2016 | State* | DIR | State* | DIR | State* | DIR |
| Professional | 7% | 6% | 21% | 11% | 37% | 43% |
| Officials/Administrators | 11% | 10% | 19% | 16% | 55% | 56% |
| Administrative Support | 14% | 36% | 33% | 36% | 73% | 71% |

*Equal Employment Opportunity and Minority Hiring Practices Report, Fiscal Years 2013-2014

## TENURE

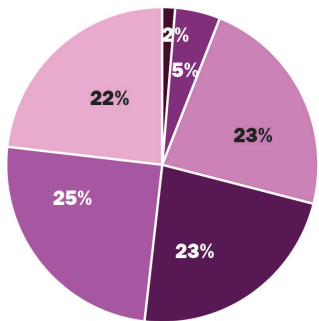The department has a highly tenured workforce. The average state service for DIR employees is 13 years. Seventy-six percent of staff have five or more years of state service. Approximately 48 percent of employees have less than five years of agency service, with 25% employed with the agency for less than two years. The average agency time for DIR employees is 6.47 years.

### Agency Service (Years)



- Over 20 Years
- 15-20 Years
- 10-14 Years
- 5-9 Years
- 2-4 Years
- Less than 2

### State Service (Years)



- Over 20 Years
- 15-20 Years
- 10-14 Years
- 5-9 Years
- 2-4 Years
- Less than 2
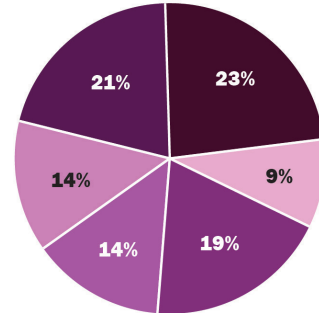
## EMPLOYEE TURNOVER

Employee turnover imposes a direct cost to any organization. The loss of institutional knowledge and experience impacts the agency's ability to fully perform its mission. High staff turnover adversely affects the operational program in which it occurs and adds strain on remaining human resources.

With the exception of Fiscal Year 2011, the employee turnover rate was below the state government turnover rate from Fiscal Year 2008 through Fiscal Year 2015. The Department's Fiscal Year 2011 turnover rate exceeded the state government turnover rate in large part due to an agency reduction in force. DIR's Fiscal Year 2015 turnover rate was almost five points lower than the state government turnover rate – 13.5 to 18.0 percent. Of particular note, 35 percent of employees separating in Fiscal Year 2015 had between six and 10 years of service with the department.

## Statewide and Agency Employee Turnover Rates

| | Turnover Rate |
|---|---|
| DIR State FY 2015 | DIR ~11.5%, State ~18.5% |
| DIR State FY 2014 | DIR ~15.5%, State ~17.5% |
| DIR State FY 2013 | DIR ~13%, State ~18% |
| DIR State FY 2012 | DIR ~13%, State ~17% |
| DIR State FY 2011 | DIR ~21%, State ~17% |
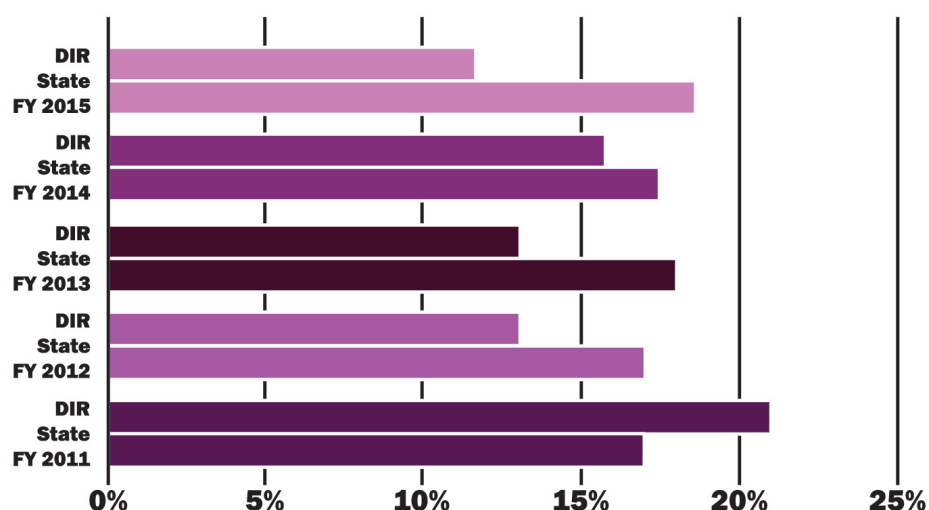
Employees older than 40 comprise 82 percent of the Fiscal Year 2015 workforce and approximately 39 percent of the agency's current workforce will be eligible to retire between Fiscal Year 2017 and Fiscal Year 2021.

# CURRENT AND FUTURE WORKFORCE CHALLENGES

## LABOR MARKET AND TRENDS

Over the past year, Texas added jobs in seven of the 11 major industries, including professional and business services, trade, transportation and utilities, leisure and hospitality, education and health services, construction, financial activities and other services according to a Texas Comptroller's Weekly Outlook Report dated April 6, 2016.

Pre-recession Texas employment peaked at 10 million in August 2008, a level that was surpassed in November 2011. By January 2016, Texas added an additional 1 million jobs. The U.S. recovered all recession-hit jobs by April 2014 and by January 2016 added an additional 4 million jobs. The Texas unemployment rate has been at or below the national rate for 110 consecutive months. This data suggests DIR will have to more effectively compete for the shrinking employment pool of available talent. The professional, business and technical services industry in Texas employed 4.7 percent of the population in 2011, and this proportion is expected to grow to five percent by 2014, making it Texas' fastest growing sector for employment in the outlook. This trend is expected to continue for the next five years.

**Demographic Shift**
According to the U.S. Census, Hispanics made up 38.6 percent of the state's 27.4 million residents in 2014. By contrast, in 2000, Hispanics made up 31.9 percent and white non-Hispanics made up 52.4 percent of the state's 20.8 million residents. These numbers indicate the Hispanic population is growing more quickly than the non-Hispanic white population. Since 2000, Hispanics have been 63.5 percent of the Lone Star state's population growth.

Demographic trend experts project that Hispanics will likely become the largest group in Texas within 10 years. This paradigm necessitates that DIR continues to embrace diversity to the fullest extent in all aspects of employment.

**Aging Workforce**

The Baby Boomers (those born from 1946-1964) make up a large part of the retiring labor market and is taking institutional knowledge with them. The department must facilitate effective working relationships with Baby Boomers who delay retirement and remain in the workforce with the younger generation of workers that enter the workplace.

## TEXAS WORKFORCE SYSTEM STRATEGIC PLAN

### EMPLOYEE RECRUITMENT AND RETENTION

DIR will continue to implement effective practices and policies to attract a diverse and highly qualified workforce. The department will streamline the employment selection process by incorporating an easily accessible application portal and electronic workflow application in June 2016. The department will continue to offer competitive salaries to attract highly qualified candidates.

Retaining quality employees in today's competitive labor market requires the active engagement of managers to ensure employees are satisfied in their jobs. This requires consideration for salary increases and promotions when warranted. Additionally, supervisors will need to complete timely performance evaluations to provide timely feedback and identify career development opportunities.

Succession planning is an ongoing business process wherein an organization plans for its future workforce competency needs. It is a proactive approach linking the organization's competency needs to its mission and goals through career development. The department strives to maintain a highly qualified and competent workforce that is committed to customer service and is fully capable of carrying out the mission and core functions of the agency. However, retirements and attrition can result in a significant loss of institutional and technical knowledge. Many pending retirements in the next five years are either managers or staff with senior-level technical expertise. In order to address any deficits between current agency workforce and future demands, the department will fully implement a succession planning program that incorporates an intensive career development initiative which includes cross training, mentoring and formal training.

### MENTORING PROGRAM

Mentoring is a process for the informal transmission of knowledge, perceived by the recipient as relevant to work, career or professional development. Mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom or experience (the mentor) and a person who is perceived to have less (mentee). DIR has implemented a mentoring program to enhance career development, knowledge transfer and employee retention.

## SURVEY OF EMPLOYEE ENGAGEMENT RESULTS

In March 2016, the department participated in the Survey of Employee Engagement (SEE) to measure employee engagement and workplace satisfaction. There was a 72 percent response rate, which is considered high, and indicates employees have an investment in the organization, want to see the organization improve and generally have a sense of responsibility to the organization.

The department's overall FY 2016 SEE survey score was 401. Scores above 400 are the product of a highly engaged workforce. The department's overall SEE score in 2014 was 384. DIR scored the highest in the following three areas: strategic (419), supervision (418) and employee engagement (414). The following areas were identified as opportunities for improvement: pay (310), benefits (387) and employee development (390).

### Survey of Employee Engagement Overall Scores
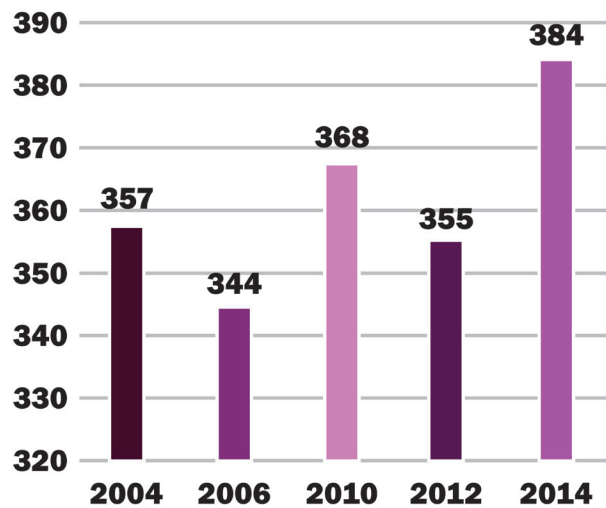


*The agency did not participate in the survey in 2008.

## REPORT ON CUSTOMER SERVICE

The Texas Department of Information Resources (DIR) submits this report on customer service as required by Texas Government Code, Chapter 2114. The report is based on feedback from customers and information obtained from DIR's customer service performance measures.

DIR provides a range of IT and telecommunications products and services to state agencies and eligible voluntary customers including local governments, education, nonprofit organizations and others. DIR collects feedback from those customers through use of its main programs:

- **Data Center Services (DCS)** – manages two consolidated state technology centers  that offer upgraded IT infrastructure technology, increased security and cloud services that leverage economies of scale for participating agencies.
- **Communications Technology Services (CTS)** – provides the TEX-AN statewide telecommunications network, the capitol complex telephone system and the network and security operations center, allowing secure Internet access for all customers.
- **Texas.gov** – the official website for the State of Texas allows customers to securely conduct online business transactions with the government
- **Technology Sourcing Office (TSO)** – establishes and administers technology contracts on behalf of state agencies and other participating entities
- **Chief Information Security Office (OCISO)** – coordinates the state's cybersecurity program through training and technical assistance.

DIR collects customer feedback through a variety of formal and informal means.  DIR management meets with the executive director or commissioner of each DCS program agency and other large customers to gather customer insights. Unlike traditional customer feedback forums offered to customers, these one-on-one sessions provide customers the opportunity to have in-depth conversations and provide detailed feedback. The face-to-face meetings allow DIR management and staff to better understand the customer experience across all programs in order to resolve concerns and identify opportunities to improve DIR's services and support.

Texas.gov, CTS's TEX-AN, and DCS programs all solicit formal feedback through customer surveys. DIR's TSO requests specific feedback from customers about their need for products and services as part of the Request for Offer planning process. DIR also surveys customers about their programs and practices to ensure enterprise strategic planning initiatives align with state agencies' business goals.

The results of the 2016 Report on Customer Service will help DIR management develop customer service strategies for the next biennium. In addition, it will guide the agenda for the agency's governance and advisory committees.

Presented below is an inventory of DIR's external customers served by each strategy in the FY 2016–17 General Appropriations Act, with a brief description of the types of services provided to each customer group:

| GAA STRATEGY | SERVICES PROVIDED | CUSTOMER GROUPS |
|---|---|---|
| A.1.1 Statewide Planning | Produce the biennial State Strategic Plan for Information Resources Management and related performance reports and analyses. Make recommendations to improve IT statewide. | State leadership, state agencies, education, local government |
| A.1.2 Rule/Guideline Development | Develop rules and guidelines that establish statewide technology policies, standards and best practices for customers to manage and align their technology with their business goals and to guide effective IT project management. | State agencies, education, local government |
| A.1.3 Statewide Security | Develop statewide security standards for information resource assets and support the state's security efforts through technical analysis, training and awareness efforts, proactive prevention, threat reduction, and response to information resources security threats. | State agencies, local government, education |
| B.1.1 Contract Administration | Manage a procurement infrastructure for IT commodities and services that maximizes the state's volume buying power and enhances the quality of purchases by negotiating, managing, and monitoring information and communications technology contracts. | State agencies, local government, education |
| B.2.1 Data Center Services | Provide mainframe, server, network, disaster recovery, print/mail and other services for state agencies and universities through two technology centers. | State agencies, local government, education |
| B.2.2 Texas.Gov | Manage Texas.gov, the State of Texas government portal, which provides citizen 24/7 access to government services and allows government the ability to cost-effectively conduct online business with their customers. | State agencies, local government, education, citizens |
| B.3.1. Cybersecurity | Implement and maintain shared IT security services, comprised of voluntary services and standard services provided through one of DIR's technology centers | State agencies, local government, education |
| C.1.1 Capitol Complex Telephone System | Manage and evolve the Capitol Complex Telephone System that delivers voice and data services to the Capitol Complex. | State leadership, State agencies |

| C.2.1 Network Services | Maintain statewide network services operations center, provide a shared infrastructure to support voice and data services, maintain a 24/7 security alert and response system, and promote security awareness. | State agencies, local government, education |
|---|---|---|
| C.2.2 Network & Telecom Security Services | Provide network security service that encompass IT network assessments and monitoring as a proactive means to identify and remediate vulnerabilities and external network threats for participants of the state's network and security operations center and security services for other eligible entities. | State agencies, local government, education |

## METHODOLOGY

DIR continually surveys customers on a range of topics related to programs and services to capture feedback from external customers. DIR staff design and administer the surveys using software and tools to elicit feedback from state agencies, local governments, public education and other direct consumers of DIR's products, services and training. Survey objectives focused on the key elements of customer service specified in Texas Government Code 2114, including service delivery, communications, access to information and the handling of complaints. In addition, some DIR programs conduct comprehensive customer surveys as part of their service contract.

## DATA CENTER SERVICES PROGRAM

The DCS program offers security, disaster recovery, change management, monitoring and reporting, and technology currency processes aligned with best practices for IT service management. DCS provides agencies a robust and reliable technology infrastructure allowing them to focus on their core business rather than managing the day-to-day basic operations.

Each January, the DCS program measures customer satisfaction for the previous calendar year. A comprehensive survey is conducted and the results are provided to DIR. The survey covers all topics required under the DCS services agreement as well as additional areas of interest.

Customers were invited to participate in the survey via email, with personal follow up to encourage high participation. The invitation emphasized the importance of customer input, assured the confidentiality of every survey participant, and provided a link to the survey. Once the 2016 results were analyzed, they were reported to DIR, DCS vendor partners, and customer governance groups. These groups work together to develop the Customer Service Improvement Plan for the coming year.

## DCS BUSINESS EXECUTIVE SURVEY

*Survey Methodology*

| SURVEY PERIOD | SURVEY POPULATION | PARTICIPATION RATE |
|---|---|---|
| Jan. 7, 2016 to Feb. 11, 2016 | • 29 business executives from 29 customer agencies<br>• 54 percent served more than three years in their current position | 90 percent of invitees responded (26 agencies) |

*Analysis of Findings*
## Overall Satisfaction
The Business Executives survey results reflected significant improvement in their 2016 overall satisfaction rating, and has continued to rise each year. The 2016 Overall Satisfaction rating is 77 percent, up from 64 percent in 2015.

## DCS Business Executives Overall Satisfaction, 2013-2016
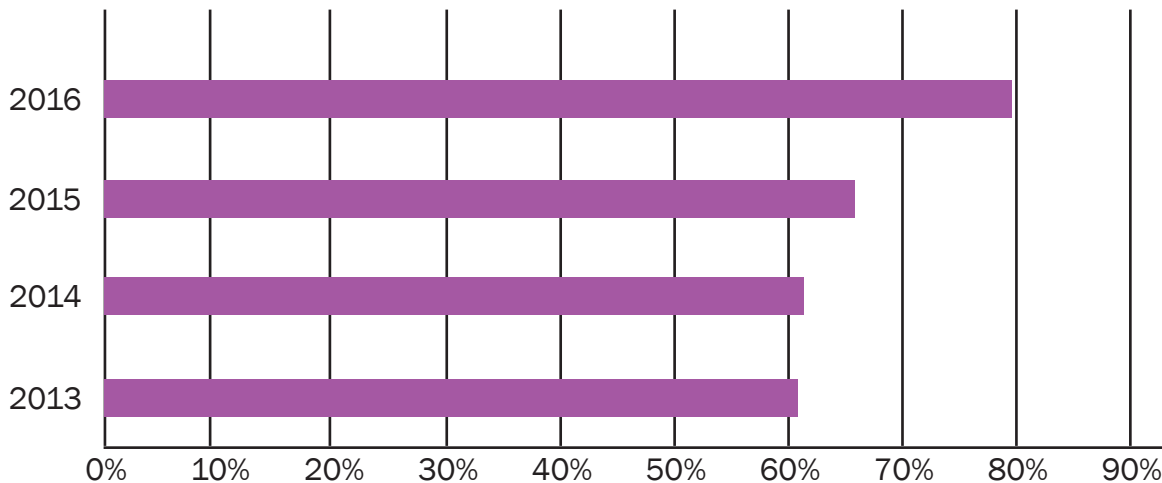


## Likelihood of Recommend to Others
Business Executives were asked how likely they would be to recommend an agency to join the DCS program. Using a score of 0 –10, with 0 meaning 'Not at all Likely' and 10 meaning 'Extremely Likely', the 2016 results showed 72 percent of executives were moderately to extremely likely to recommend the program to others. Thirty-one percent reported a less likely to not at all likely response. In addition, the number of respondents choosing the Extremely Likely category increases each year showing a positive trend in opinion about the program.

### Likelihood to Recommend DCS Program
*If an executive from a Texas agency not currently participating in the DCS program asked your opinion, how likely would you be to recommend that his or her agency join the DCS program?*



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## General Feedback

Survey feedback included ranked lists of areas working best and areas needing improvement. Items appearing in both categories will be analyzed further to determine how disparities can be reduced amongst customers. The following charts depicts the top three items from each category:

| What's Working Best? | What Needs Improvement? |
|---|---|
| • Good DCS staff/teamwork/relationship<br>• Daily Operations<br>• Change management process | • Cumbersome, long processes<br>• Requests for services/procurement/projects<br>• Server delivery, server reliability, Availability, Operations |

Customers tend to compare the cost of the DCS' fully managed shared services program with self-managed solutions that do not provide the same level of service. In response to customer feedback, the DCS program is developing a hybrid cloud service that will allow customers to purchase cloud-based services from the DCS program with the level of support appropriate for the workload.

## DIR Performance

Business Executives were surveyed regarding the performance of DIR staff. The responses showed a decrease in DIR's combined Excellent/Good performance rating of 80 percent in 2015 to 46 percent in 2016. This change was the result of a large shift from "Good" to "Fair" ratings. Unfortunately, this question did not include a comment field, so DIR leadership is unable to ascertain any specific reasons for the decline.

DIR presented these findings to the DCS Business Executive Leadership Committee (BELC) governance group. The BELC recommended the following steps to help DIR better understand the shift in the performance rating, and have the necessary information to develop an improvement plan.
- DIR should develop a targeted set of questions focusing specifically on DIR performance.
- DIRs Executive Director should solicit input directly from customer agency executives through email communications and in-person briefings.
- DIR should develop targeted Customer Satisfaction Goals for 2016 based on the feedback.

DIR staff are taking action to move forward on the BELCs recommendations.

## Governance Model Satisfaction

Lastly, Business Executives rated their overall satisfaction with the governance model. The rating for effectiveness has remained stable the last three years averaging 72 percent rating excellent/good. Satisfaction with the way agencies are represented decreased from 80 percent to 69 percent from 2015 to 2016, however the percentage of those very satisfied by the way their agency is represented increased from 32 percent to 50 percent. DIR staff believe that those who participate in the governance model have greater overall satisfaction with the model.

### DCS Business Executives Satisfaction with the Governance Model 2014 to 2016

| Year | Very Satisfied | Satisfied | Neither | Dissatisfied |
|---|---|---|---|---|
| 2016 | 50% | 19% | 23% | 8% |
| 2015 | 32% | 48% | 12% | 8% |
| 2014 | 37% | 33% | 22% | 7% |
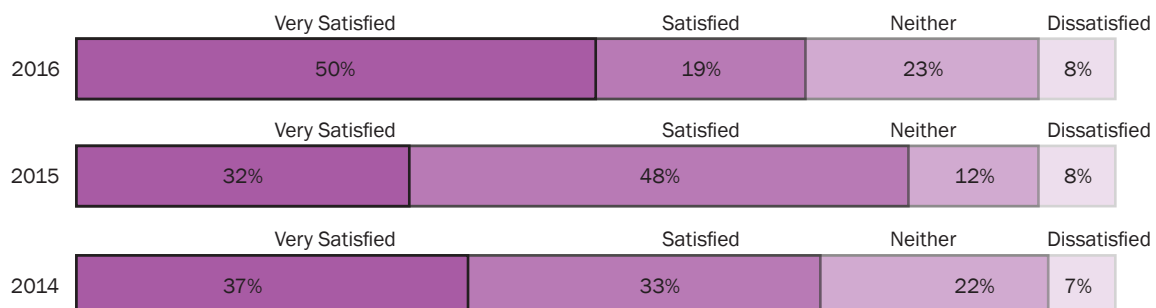
A similar survey was offered to DCS Information Technology Staff. The results of this survey produced similar levels of overall satisfaction as their Business Executives.

*Survey Methodology*

| Survey Period | Survey Population | Participation Rate |
|---|---|---|
| Jan 7,2016 to Feb 9, 2016 | • 103 IT staff designees from 31 customer agencies<br>• 60 percent served more than 3 years in their current position<br>• 68 percent worked in the IT field for more than 20 years | 76 percent of invitees responded, representing 94 percent of agencies (29) |

*Analysis of Findings*

**Overall Satisfaction**

The survey results show the overall satisfaction of the DCS program continues to improve for IT staff as well. In 2016, 74 percent of IT staff customers were satisfied with overall DCS Services, up from 66 percent in 2015.
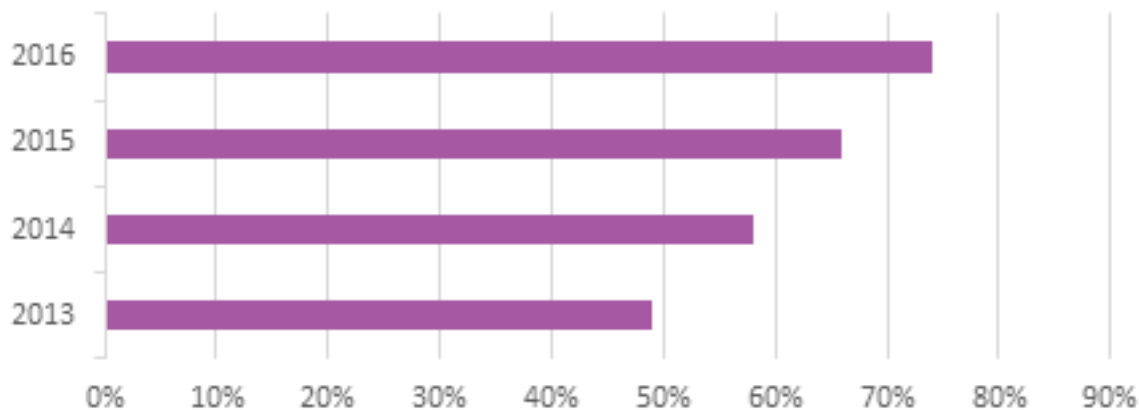


**General Feedback**

Survey feedback included ranked lists of areas working best and areas needing improvement. Items appearing in both categories, such as operations, will be analyzed further to determine how disparities can be reduced amongst customers.

The following chart depicts the top three items from each category:

| What's Working Best? | What Needs Improvement? |
|---|---|
| • Good DCS staff/teamwork/relationship<br>• Daily Operations<br>• Change management process | • Cumbersome, long processes<br>• Requests for services/procurement/projects<br>• Server delivery, server reliability, Availability, Operations |

IT staff are most satisfied with relationship management, communications and meetings. IT staff provided positive feedback on the quality of the DCS staff and their proactive approach to addressing issues. Survey comments included praise for the positive relationship with DCS staff and improved communication, change management, new server provisioning processes and new solutions offered by the program.

Respondents cited "length of time to address issues and complete tasks" and "slow responses to day-to-day requests" as the main reasons for dissatisfaction ratings.

**Specific IT Services**
The results regarding specific IT Services, such as print/mail, mainframe, and server services remained constant from previous years, indicating an overall satisfaction of service, but welcoming further opportunities for efficiency, especially within the server services.
- 84 percent were satisfied with overall print/mail services
- 76 percent were satisfied with mainframe services
- 68 percent were satisfied with server services'

**Governance Model Satisfaction**
Lastly, IT Staff rated their overall satisfaction with the governance model. The rating for effectiveness remained relatively stable, averaging 58 percent excellent/good each year over the last three years. Satisfaction with the way the agency has been represented by the governance program has also remained relatively stable, averaging 64 percent very satisfied or somewhat satisfied. DIR staff believe that those who participate in the governance model have greater overall satisfaction with the model.

**Monthly Performance Scorecard**
In addition to the annual program surveys, DCS customers complete a monthly scorecard, providing feedback to DIR on the vendor's performance. Customer rating of the vendor's performance for the previous 12 months averages 88 percent satisfied.

## TEXAS.GOV

Texas.gov offers customers opportunities for feedback. After most online transactions are completed, citizens are offered the option of completing a satisfaction survey. Users are asked the reason for their visit, how they learned about Texas.gov and the ease of use with their experience.

In FY 2015, 35,764 users completed a transaction through Texas.gov and submitted the optional satisfaction survey; 93 percent responded with Overall Satisfied (a 3 percent improvement from 2014)
- 95 percent (33,976) indicated the online service was an improvement over the traditional office or mail-in service
- 96 percent (34,333) indicated that they would recommend the online service to someone else

Annually, Texas.gov surveys its agency customers who use the Transaction Payment Engine (TPE) and participate in the Texas.gov TPE User Group. In April 2015, the 20 question survey was delivered via email to approximately 450 TPE customers. Customers were asked to indicate their level of agreement from the following possible responses: Strongly Agree, Agree, Neutral, Disagree, or Strongly Disagree. Twelve customers responded to the survey and responses were favorable overall.

Eighty-three percent of respondents agreed that DIR provides effective oversight of the vendor, and agreed that the TPE User Group provides value to customers. Forty-two percent of respondents would recommend the Texas.gov payment engine to other government entities, 50 percent were neutral, and eight percent would not recommend the service to other government entities.

## COMMUNICATIONS TECHNOLOGY SERVICES

CTS surveys customers to determine the level of satisfaction with telecommunications services. During the course of conducting routine work activities, emails exchanged with customers contains a link to a short survey allowing the customer to express their level of satisfaction by choosing from the following responses: Very Dissatisfied, Somewhat Dissatisfied, Neither, Somewhat Satisfied, Very Satisfied, or Not Applicable.

In FY 2015, DIR CTS received 91 survey responses. On average, 90 percent of respondents were very satisfied overall with services provided.

Customers were asked, "Are you aware of tools implemented by CTS to provide customer visibility to billing, ordering or contract specifics such as the Customer Command & Control portal or the TEX-AN Next Generation Service Catalog?" Approximately 64 percent of respondents answered "Yes."

The performance measures below provide specific rates of satisfaction across program areas.

*FY 2015 CTS Customer Survey Responses*

| Survey Question | Very Satisfied OR Somewhat Satisfied |
| --- | --- |
| What is your overall satisfaction with Texas Agency Network (TEX-AN) services? | 96 percent |
| What is your overall satisfaction with Capitol Complex Telephone System (CCTS) services? | 96 percent |
| What is your overall satisfaction with the support services (such as help desk, order management, billing and engineering support) provided by CTS? | 96 percent |

## TECHNOLOGY SOURCING OFFICE

DIR's TSO periodically collects feedback on customer preferences for IT products and services, and satisfaction with selected services provided. In November 2015, TSO surveyed Information Technology Staff Augmentation Contracts (ITSAC) customers (21) and vendors (155), and received 16 responses. Survey questions included:

*Are the current 144 ITSAC categories adequate to fulfill your business needs? If not, what additional categories would you like to see added? The majority of respondents (14) responded yes, the categories are adequate, and two provided suggestions for additional ITSAC categories.*

*If you would be interested in participating in one-on-one meetings or a customer focus group with DIR to discuss the upcoming RFO, please provide us with your name, email address and telephone number. As a result, DIR facilitated two focus groups for those customers expressing an interest in participating.*

TSO collected information about customer program use and preferences from 81 state agencies who responded to the Information Resources Deployment Review, a mandatory survey conducted by DIR in December 2015. Survey questions included:
*Does your agency plan to take advantage of the discounted standard configurations available through*

*the Cooperative Contracts? Seventy-six percent responded "Yes."*

*Does the agency attempt to negotiate a lower price when procuring technology goods and services through the DIR Cooperative Contracts? Eighty-three percent responded their agency frequently or sometimes negotiates a lower price.*

TSO reached out to law enforcement entities to gather information on products and services to include in the law enforcement IT Hardware, Software, and Services RFO. TSO worked closely with the Texas Water Development Board to develop the scope of work, evaluate proposals and prioritize negotiations for the Geographical Information Systems RFO.

## CUSTOMER CONTINUING EDUCATION

DIR provides opportunities for collaboration, as well as training and continuing education to information resources mangers and others at state agencies and institutions of higher education. Events include conferences, webinars, trainings, and briefings.

One of the largest events is the Information Security Forum hosted by the Chief Information Security Office. The event occurs annually in the spring and trains approximately 350 attendees from all levels of government on security best practices.

In FY 2015, DIR's IRM education program hosted 54 formal events with more than 7,100 attendees, and 23 events in the first two quarters of FY 2016. After each event, attendees are provided an event evaluation form. In 2015, an average of 35 percent of attendees returned an event evaluation, with 96 percent reporting favorable feedback.

Some popular DIR training and educational events include:
• E-Records Conference produced in partnership with the Texas State Library & Archives Commission
• Telecommunications Forum
• Infographics and Data Visualization Design Workshop
• IT Project Management in Texas State Government
• DIR Connect
• Technology Today Series
• DIR Technology Showcase

## ACTIVITIES BASED ON FEEDBACK

DIR receives input and guidance from a number of advisory committees to ensure customer interests are considered and improvements are implemented. These include
• **Customer Advisory Committee** – Reviews and advises on the business needs and strategies with regards to services and programs offered by DIR, providing a forum for customer input
• **Texas.gov Customer Advisory Council** – Establishes development priorities for Texas.gov from a statewide customer agency perspective
• **Data Center Services Business Executive Leadership Committee** – Establishes enterprise business strategies and objectives and monitors achievement for the DCS program
• **Telecommunications Customer Advisory Council** – Provides a continuing voice from the customer perspective in the broad direction and quality assurance of Communications Technology Services
• **Statewide Information Security Advisory Council** – Provides guidance to protect and improve confidentiality, integrity and security of Texas government information assets and technology
• **State Strategic Planning Advisory Committee** – Provides insight into statewide technological trends and forecasts and advises DIR on the development of the State Strategic Plan for Information Resources Management

Based on survey results, DIR will elicit feedback, guidance and suggestions from various governance groups and implement appropriate solutions to improve customer satisfaction with DIR services.

Additionally, DIR will streamline and consolidate the customer survey process to reduce customer survey fatigue to increase survey participation and improve the overall experience.

## CUSTOMER SERVICE-RELATED PERFORMANCE MEASURES

The table includes Legislative Budget Board performance measures on customer service and required standard performance measures.

| Outcome Measures | | FY 2016 Estimated |
|---|---|---|
| Standard | Percentage of surveyed customer respondents expressing overall satisfaction with services received | 96.25% |
| Standard | Percentage of surveyed customer respondents identifying ways to improve service delivery | NA |
| A.01–03 | Percentage of attendees favorably rating DIR's education events | 90.00% |
| B.02-01 | Percentage of monthly minimum service level targets achieved for data center services | 90.00% |
| B.02-03 | Percentage of Customers Satisfied with Data Center Services Contract Management | 90.00% |
| B.02–02 | Percentage of visitors satisfied with Texas.gov | 95.00% |
| C.01–01 | Percentage of customers satisfied with CCTS | 99.00% |
| C.02–01 | Percentage of customers satisfied with TEX-AN | 96.00% |
| Output Measures | | FY 2016 Estimated |
| Standard | Total customers surveyed | 7,949 |
| Standard | Total customers served | 3,500 |
| Efficiency Measures | | FY 2016 Estimated |
| Standard | Cost per customer surveyed | $0.075 |
| A.01.01-01 | Average response time per information request | 6.00 hours |
| C.01.01-03 | Percentage of CCTS complaints resolved in 8 working hours or less | 97.00% |
| C.01.01-05 | CCTS trouble tickets as a percentage of lines in service | 5.00% |
| C.02.01-04 | TEX-AN trouble tickets as a percentage of lines in service | 2.00% |
| Explanatory Measures | | FY 2016 Estimated |
| Standard | Total customer groups inventoried | 5 |
| Standard | Total customers identified | 7,510 |

# ASSESSMENT OF ADVISORY COMMITTEES

## April, 2016

### 313 - Department of Information Resources

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolishment within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Cmte1", select Move or Copy, select Create a copy and move to end.

**NOTE: Only the items in blue are required for inactive committees.**

### SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

**Committee Name:** State Strategic Plan for Information Resources Management Advisory Committee (SSPAC)

**Number of Members:** 21

*Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.*

**Committee Status (Ongoing or Active):** Ongoing

**Date Created:** 9/1/2001

**Date to be Abolished:** N/A

**Budget Strategy (Strategies):** 1-1-1

**Strategy Title:** Statewide Planning

**Budget Strategy (Strategies):**

**Budget Strategy (Strategies):**

| State/Federal Authority | Select Type | Identify Specific Citation |
|---|---|---|
| State Authority | Statute | TGC § 2054.033 |
| State Authority | Statute | TGC § 2054.091 |
| State Authority | Admin Code | 1 TAC 201.5(a) |
| Federal Authority | | |
| Federal Authority | | |
| Federal Authority | | |

*Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.*

**Committee Members' _Direct_ Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Committee Members' _Indirect_ Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Method of Financing**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Method of Finance | $0 | $0 | $0 |
| 1 - General Revenue Fund | $0 | $0 | $0 |
| _____ | 0.0 | 0.0 | 0.0 |
| _____ | $0 | $0 | $0 |
| _____ | $0 | $0 | $0 |
| Expenses/MOFs Difference: | $0 | $0 | $0 |

| **Meetings Per Fiscal Year** | 3 | 1 | 4 |
|---|---|---|---|

**Committee Description:** Nine to 21 members appointed by the DIR executive director with board approval. Composition must include two IT managers from state agencies, one from an institution of higher education, one Texan not employed by state government, IT or communications; one representative from local government; two representatives from the IT/Communications industry who do not sell to the state; and one federal agency representative. The committee is responsible for assisting the department in setting the strategic direction for technology in the state. This is a unique committee in that it meets biennially, with new members each time it convenes.

## SECTION B: ADDITIONAL COMMITTEE INFORMATION

*Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.*

**1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?**

One in-person meeting in Austin, TX every odd year, with ongoing follow-up meetings as needed to address planning work. Participants are offered a call in option. The meetings are structured as working groups not as formal, public meetings.

**2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.**

Input from the SSPAC guides the state planning process when producing the State Strategic Plan for Information Resources Management. The most recent iteration of the plan can be found at the following url: http://dir.texas.gov/ssp

**3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?**

The committee provides strategic direction and recommendations for strategic technology goals and focus areas. These recommendations are adopted and integrated into the State Strategic Plan for Information Resources Management.

**4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?**

Yes

**4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?**

No

**5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?**

120.0

**5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.**

Agency staff are responsible for identifying individuals to participate in the advisory committee, schedule the advisory committee meetings, communicate plans and objectives, observe or facilitate the advisory committee meetings, and gather information to guide planning.

**6. Have there been instances where the committee was unable to meet because a quorum was not present?**

| No | Please provide committee member attendance records for their last three meetings if not already captured in meeting minutes. |

**7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?**

A member of the public is required to serve on each iteration of the committee. The public member is selected by the Department's Executive Director and Approved by the Board. The meetings are structured as working groups not as formal, public meetings.

**7b. Do members of the public attend at least 50 percent of all committee meetings?**  Yes

**7c. Are there instances where no members of the public attended meetings?**  No

**8. Please list any external stakeholders you recommend we contact regarding this committee.**  N/A

**9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?**  Yes

**9b. Please describe the rationale for this opinion.**

The SSPAC has consistently provided insight into technological trends and forecasts, which has greatly helped shaped the direction of information technology deployment statewide. Representation from a variety of industry facets leads to a balanced and accurate approach to technology planning in state government.

**10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:**

**10a. Is there any functional benefit for having this committee codified in statute?**  Yes

**10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?**  No

**10c. If "Yes" for Question 10b, please describe the rationale for this opinion.**

**11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?**  Retain

**11b. Please describe the rationale for this opinion.**

The SSPAC has consistently provided insight into technological trends and forecasts, which has greatly helped shaped the direction of information technology deployment statewide. Representation from a variety of industry facets leads to a balanced and accurate approach to technology planning in state government.

**12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?**  Yes

**12b. If "Yes" for Question 12a, please describe the rationale for this opinion.**

Part of the department's mission is to provide statewide leadership in information technology. The SSPAC serves a crucial role in developing the State Strategic Plan for Information Resources Management, which communicates the strategic direction for the future of computing and telecommunications technology for state government as a whole.

**13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.**

| | |
|---|---|
| **Committee Name:** | Customer Advisory Committee (CAC) |
| **Number of Members:** | 11 |

*Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.*

| | |
|---|---|
| **Committee Status (Ongoing or Active):** | Ongoing |
| **Date Created:** | 2/29/2012 |
| **Date to be Abolished:** | N/A |
| **Budget Strategy (Strategies):** | 1-1-1 |
| **Strategy Title:** | Statewide Planning |
| **Budget Strategy (Strategies):** | |
| **Budget Strategy (Strategies):** | |

| State/Federal Authority | Select Type | Identify Specific Citation |
|---|---|---|
| State Authority | Statute | TGC § 2054.033 |
| State Authority | Admin Code | 1 TAC 201.5(b) |
| State Authority | | |
| Federal Authority | | |
| Federal Authority | | |
| Federal Authority | | |

*Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.*

**Committee Members' Direct Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Committee Members' Indirect Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Method of Financing**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Method of Finance | $0 | $0 | $0 |
| 1 - General Revenue Fund | $0 | $0 | $0 |
| _____ | 0.0 | 0.0 | 0.0 |
| _____ | $0 | $0 | $0 |
| _____ | $0 | $0 | $0 |
| Expenses/MOFs Difference: | $0 | $0 | $0 |
| **Meetings Per Fiscal Year** | 4 | 4 | 4 |

**Committee Description:**

The Texas Department of Information Resources (DIR) Customer Advisory Committee (CAC) provides a continuing voice in the broad direction and quality assurance of DIR services from the customer perspective. It is the duty of the Committee to represent the greater interests of the State of Texas. The Committee membership comprises a cross-section of DIR customers who represent users of DIR services and programs, including: state

agencies, institutions of higher education, local government, and the public. These representatives must include one member of a state agency with fewer than 100 employees, and may be Information Resource Managers (IRMs), IT directors, program representatives, or other customer designees.

## SECTION B: ADDITIONAL COMMITTEE INFORMATION

*Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.*

**1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?**

Meetings are typically held once a quarter in Austin, TX. Participants are offered a call in option. CAC will meet at least once each fiscal year, but may meet at other regular intervals agreed to by the Chair and Committee Members. Additional meetings may be scheduled at the discretion of the Chair.

**2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.**

There are no specific deliverables produced by the CAC. The objectives of the CAC are to:
- Provide strategic input based on customer experience with DIR services;
- Assist the DIR Board in developing priorities from a statewide perspective;
- Ensure that customer interests are considered, developed, and implemented; and
- Ensure stability and performance of DIR services.

**3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?**

The CAC recommended that the DIR website provide information about compliance with EDGAR standards, which is a requirement for K-12 institutions. Taking into account compliance will improve visibility into products contracts, and allow these organizations to determine eligible contracts much easier. Additional recommendations included using an Institution of Higher Education graduate student class to assist with the DIR's consolidated customer service survey, and how to most effectively share information relating to the prioritization of cybersecurity and legacy modernization projects report. All of these recommendations were adopted.

**4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?**

Yes

**4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?**

No

**5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?**

24.0

**5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.**

The Chair is responsible to coordinate and organize the meetings. The Chair, with assistance from staff as needed, has the following responsibilities:
- Schedule meetings and communicate agenda prior to each meeting.
- Record and forward meeting notes to the committee members for approval prior to distribution.
- Maintain a six-month schedule of committee meeting dates.
- Maintain the roster of the committee members.
- Maintain a repository that includes meeting notes, a log and status of issues discussed and elevated and other such documents required by the Chair.
- Preview presentations/materials that are scheduled for Committee review and provide feedback.
- Appoint ad hoc teams when needed and report status of team assignments.
- Promote involvement and participation of all Committee members.
- Represent CAC on other governance boards when needed.

**6. Have there been instances where the committee was unable to meet because a quorum was not present?**

| No | *Please provide committee member attendance records for their last three meetings if not already captured in meeting minutes.* |

**7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?**

A member of the public is required to serve on each iteration of the committee. The public member is selected by the DIR's Executive Director and Approved by the Board. The meetings are structured as working groups not as formal, public meetings.

**7b. Do members of the public attend at least 50 percent of all committee meetings?** — Yes

**7c. Are there instances where no members of the public attended meetings?** — Yes

**8. Please list any external stakeholders you recommend we contact regarding this committee.** — N/A

**9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?** — Yes

**9b. Please describe the rationale for this opinion.**

DIR has obtained valuable information from customers regarding cost of services, program fees, misperceptions, and general organizational effectiveness. The CAC maintains an open dialogue with DIR customers to ensure quality and effectiveness of services.

**10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:**

**10a. Is there any functional benefit for having this committee codified in statute?** — No

**10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?** — No

**10c. If "Yes" for Question 10b, please describe the rationale for this opinion.**

**11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?** — Retain

**11b. Please describe the rationale for this opinion.**

The CAC is intended to be a primary mechanism by which DIR obtains critical information from its customers. By retaining the CAC, DIR can continue to adapt its services to satisfy customer needs.

**12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?** — Yes

**12b. If "Yes" for Question 12a, please describe the rationale for this opinion.**

Information obtained via the CAC allows DIR to tailor its technology solutions for the customer.

**13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.**

Absorb the Telecommunications Customer Advisory Council (TCAC) to provide a more holistic representation of customer input.

**Committee Name:** Statewide Information Security Advisory Council (SISAC)

**Number of Members:** 16

*Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.*

**Committee Status (Ongoing or Active):** Ongoing

**Date Created:** 11/14/2011

**Date to be Abolished:** N/A

**Budget Strategy (Strategies):** 1-1-3

**Strategy Title:** Statewide Security

**Budget Strategy (Strategies):**

**Budget Strategy (Strategies):**

| State/Federal Authority | Select Type | Identify Specific Citation |
|---|---|---|
| State Authority | NA | Discretionary |
| State Authority | | |
| State Authority | | |
| Federal Authority | | |
| Federal Authority | | |
| Federal Authority | | |

*Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.*

**Committee Members' Direct Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Committee Members' Indirect Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Method of Financing**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Method of Finance | $0 | $0 | $0 |
| 1 - General Revenue Fund | $0 | $0 | $0 |
| _____ | 0.0 | 0.0 | 0.0 |
| _____ | $0 | $0 | $0 |
| _____ | $0 | $0 | $0 |
| Expenses/MOFs Difference: | $0 | $0 | $0 |

**Meetings Per Fiscal Year**

| | | | |
|---|---|---|---|
| | 12 | 12 | 12 |

**Committee Description:**

The Texas Statewide Information Security Advisory Committee (SISAC) was created to provide guidance to protect and improve confidentiality, integrity and security of Texas government information assets and technology. Each of the following workgroups meet on a monthly basis and help promote the overall health of cybersecurity in the State of Texas:

- **Communications Subcommittee** - Helps provide communication to the

**Committee Description:**

agencies about the progress of the DIR statewide security program and associated events. Additionally, the subcommittee helps evaluate feedback from the agencies.
- **Privacy Subcommittee** - Facilitates collaboration with agency personnel responsible for privacy policy functions associated with the protection of citizen privacy and developing privacy incident response procedures.
- **Solutions Subcommittee** - Evaluates solutions to common problems and shares best practices among agencies.
- **Risk Assessment Subcommittee** - Helps define the state's risk assessment methodology for the consistent evaluation of risks within state agencies.
- **Policy Subcommittee** - Helps define the state's security policy through the development of rules, standards, policies, and guidelines.
- **Security Workforce Development** - Prime directive is to study security workforce issues and advise SISAC on recommendations to enhance the state's security workforce.

## SECTION B: ADDITIONAL COMMITTEE INFORMATION

*Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.*

**1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?**

SISAC meetings occur monthly at DIR offices in Austin, TX. Participants are offered a call in option.

**2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.**

- Distribute a meeting agenda
- Develop the universe of significant open or existing IT security issues (short term & long term)
- Develop high level plans on the security issues to be addressed/discussed over the next 12 month
- Develop a list of the top 25 IT Security Risks that impact multiple agencies
- Document the mitigation recommendations for the top 25 risks
- Maintain a list of emerging IT security risks
- Maintain a list of all existing IT Security policies
- Develop and propose new State of Texas Security Policy Objectives
- Align statewide IT Security Strategies and make recommendations on a unified testing approach
- Utilize Outside Security Consultants as needed to assist in completion of the above
- Plan, schedule and participate in monthly expert analyst briefings.
- Prepare meeting minutes for review by the Friday of the week following the SISAC meeting.
- Other deliverables as determined by the Committee.

**3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?**

The SISAC subcommittees have been instrumental in developing the revised TAC 202, the Risk assessment methodology, and building our SPECTRIM risk management tool. We also use the SISAC committee for vetting other statewide programs. For example, DIR is relying on the SISAC for interviews and feedback to develop our Identity and Access Management report (mandated by SB 1878).

**4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?**

Yes

**4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?**

No

**5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?**

24.0

**5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.**

Schedule meetings, develop meeting agendas, participate in monthly briefings, prepare meeting minutes, complete other deliverables as determined by the committee.

**6. Have there been instances where the committee was unable to meet because a quorum was not present?** | No | *Please provide committee member attendance records for their last three meetings if not already captured in meeting minutes.*

**7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?**

The meetings are structured as working groups not as formal, public meetings.

**7b. Do members of the public attend at least 50 percent of all committee meetings?** | No | **7c. Are there instances where no members of the public attended meetings?** | Yes

**8. Please list any external stakeholders you recommend we contact regarding this committee.** | N/A

**9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?** | Yes

**9b. Please describe the rationale for this opinion.**

The SISAC brings together a variety of agencies to form collaborative workgroups which identify problems and solutions within the field of cybersecurity.

**10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:**

**10a. Is there any functional benefit for having this committee codified in statute?** | No | **10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?** | No

**10c. If "Yes" for Question 10b, please describe the rationale for this opinion.**

**11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?** | Retain

**11b. Please describe the rationale for this opinion.**

The SISAC provides valuable information and guidance to the chief information security office for the state of Texas. The committee brings together members of the cybersecurity community to share ideas and direction on how to improve cybersecurity posture and secure the state's information resources.

**12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?** | Yes

**12b. If "Yes" for Question 12a, please describe the rationale for this opinion.**

Yes, part of DIR's mission is to provide technology leadership in state government, including cybersecurity guidance and leadership. The SISAC is an extremely helpful organization for collaboration and knowledge sharing across government.

**13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.**

| | |
|---|---|
| **Committee Name:** | Texas.gov Customer Advisory Council (CAC) |
| **Number of Members:** | 19 |

*Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.*

| | |
|---|---|
| **Committee Status (Ongoing or Active):** | Ongoing |
| **Date Created:** | 12/19/2012 |
| **Date to be Abolished:** | N/A |
| **Budget Strategy (Strategies):** | 2-2-2 |
| **Strategy Title:** | Texas.gov |
| **Budget Strategy (Strategies):** | |
| **Budget Strategy (Strategies):** | |

| State/Federal Authority | Select Type | Identify Specific Citation |
|---|---|---|
| State Authority | NA | Discretionary |
| State Authority | | |
| State Authority | | |
| Federal Authority | | |
| Federal Authority | | |
| Federal Authority | | |

*Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.*

**Committee Members' Direct Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Committee Members' Indirect Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Method of Financing**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Method of Finance | $0 | $0 | $0 |
| 1 - General Revenue Fund | $0 | $0 | $0 |
| _____ | 0.0 | 0.0 | 0.0 |
| _____ | $0 | $0 | $0 |
| _____ | $0 | $0 | $0 |
| Expenses/MOFs Difference: | $0 | $0 | $0 |

**Meetings Per Fiscal Year**

| | | |
|---|---|---|
| 2 | 2 | 2 |

| | |
|---|---|
| **Committee Description:** | The Texas.gov CAC provides a continuing voice in the broad direction and quality assurance of the Texas.gov program from the customer perspective. |

## SECTION B: ADDITIONAL COMMITTEE INFORMATION

*Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.*

**1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?**

The Texas.gov CAC provides a continuing voice in the broad direction and quality assurance of the Texas.gov program from the customer perspective.

**2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.**

The main responsibility of the Texas.gov CAC is for multiple agencies to collaborate and brainstorm enterprise wide services that will assist agencies to accomplish mission and benefit constituents.

**3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?**

The committee voted to provide enhancements to the Veterans Portal. The Texas.gov program is currently working with the Veterans Portal Advisory Council to redesign the Veterans Portal site.

**4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?** — Yes

**4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?** — No

**5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?** — 10.0

**5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.**

Staff support tasks include:
- Preparation to schedule meetings and develop agenda
- Preparation to facilitate meeting
- Participation in meeting
- Develop and disseminate meeting minutes

**6. Have there been instances where the committee was unable to meet because a quorum was not present?** — No

*Please provide committee member attendance records for their last three meetings if not already captured in meeting minutes.*

**7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?**

The meetings are structured as working groups not as formal, public meetings.

**7b. Do members of the public attend at least 50 percent of all committee meetings?** — No

**7c. Are there instances where no members of the public attended meetings?** — Yes

**8. Please list any external stakeholders you recommend we contact regarding this committee.** — Bryan Lane (DPS)

**9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?** — Yes

**9b. Please describe the rationale for this opinion.**

The council recommends solutions that will benefit all agencies. Both the open data portal (www.data.texas.gov) and the veterans portal enhancements are outputs of the council.

**10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:**

**10a. Is there any functional benefit for having this committee codified in statute?** — No

**10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?** — No

53

**10c. If "Yes" for Question 10b, please describe the rationale for this opinion.**

**11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?** | Retain

**11b. Please describe the rationale for this opinion.**

This council provides guidance and recommendations on how the Texas.gov program can benefit the enterprise customer base.

**12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?** | No

**12b. If "Yes" for Question 12a, please describe the rationale for this opinion.**

**13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.**

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| SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST |
|---|

| | |
|---|---|
| **Committee Name:** | Business Executive Leadership Committee (BELC) |

| | | |
|---|---|---|
| **Number of Members:** | 15 | *Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.* |
| **Committee Status (Ongoing or Active):** | Ongoing | |

| | | | |
|---|---|---|---|
| **Date Created:** | 06/08/2010 | **Date to be Abolished:** | N/A |
| **Budget Strategy (Strategies):** | 2-2-1 | **Strategy Title:** | Data Center Services |
| **Budget Strategy (Strategies):** | | **Budget Strategy (Strategies):** | |

| State/Federal Authority | Select Type | Identify Specific Citation |
|---|---|---|
| State Authority | N/A | Discretionary |
| State Authority | | |
| State Authority | | |
| Federal Authority | | |
| Federal Authority | | |
| Federal Authority | | |

*Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.*

**Committee Members' Direct Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Committee Members' Indirect Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Method of Financing**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Method of Finance | $0 | $0 | $0 |
| 1 - General Revenue Fund | $0 | $0 | $0 |
| _____ | 0.0 | 0.0 | 0.0 |
| _____ | $0 | $0 | $0 |
| _____ | $0 | $0 | $0 |
| Expenses/MOFs Difference: | $0 | $0 | $0 |

**Meetings Per Fiscal Year**

| | | | |
|---|---|---|---|
| | 10 | 10 | 10 |

**Committee Description:**

The Business Executive Leadership Committee (BELC) establishes enterprise business strategy and objectives for the Data Center Services Program and monitors achievement. The committee also resolves strategic program business issues escalated by the IT Leadership Committee.

## SECTION B: ADDITIONAL COMMITTEE INFORMATION

*Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.*

**1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?**

Every one to two months at DIR facilities in Austin, TX (or more frequently if determined by the members). Participants are offered a call in option.

**2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.**

Approved policies, strategic directions, and enterprise issue resolutions which are recorded in meeting notes

**3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?**

Direction and approval to proceed with develop of Hybrid Cloud Initiative which will constitute a major revision of the service model; Direction to have IT Leadership Committee consider project pool allocation approach in the context of HCI solution development; direction to have the HCI roll out plan and communication strategy reviewed by the BELC

**4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?**

Yes

**4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?**

No

**5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?**

80.0

**5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.**

DIR provides administrative support to the committee through meeting facilitators. The facilitators work closely with Committee Leadership to organize the meetings, plan agendas, coordinate SME presentations, and ensure the effectiveness of program governance processes, including communication, priority setting, and issue escalation/resolution.

The Facilitators have the following responsibilities:
- Promote relevant topics and content for meetings
- Schedule meetings, communicate the agenda prior to each meeting, distribute notes after each meeting to all DCS customer stakeholders
- Develop presentation and handout materials for meetings
- Assist in follow-up on committee assignments and action items assigned to BELC members

- Prepare reports requested by Committee Leadership
- Maintain the roster of the BELC members

**6. Have there been instances where the committee was unable to meet because a quorum was not present?**

No

*Please provide committee member attendance records for their last three meetings if not already captured in meeting minutes.*

**7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?**

The meetings are operational governance meetings composed of representatives of the participating state agencies structured as working groups, not as formal, public meetings.

**7b. Do members of the public attend at least 50 percent of all committee meetings?**

No

**7c. Are there instances where no members of the public attended meetings?**

Yes

**8. Please list any external stakeholders you recommend we contact regarding this committee.**

N/A

**9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?**

Yes

**9b. Please describe the rationale for this opinion.**

Members of the committee talk about the importance of providing a voice to the agencies, to obtain input to decision making. The committee is well attended and makes decisions to move the program forward and resolve issues. In a recent survey of agency executives from participating DCS agencies, 69% said they were very satisfied or satisfied with the governance program with only 6% saying they were dissatisfied.

**10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:**

**10a. Is there any functional benefit for having this committee codified in statute?**

No

**10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?**

No

**10c. If "Yes" for Question 10b, please describe the rationale for this opinion.**

**11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?**

Retain

**11b. Please describe the rationale for this opinion.**

The committee is effective in providing agencies an active voice in program decision making and issue resolution.

**12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?**

Yes

**12b. If "Yes" for Question 12a, please describe the rationale for this opinion.**

The committee is key to gaining agency support for enterprise decisions and in coordinating executive action across agencies to achieve program goals set in statute.

**13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.**

**Committee Name:** Telecommunications Customer Advisory Committee (TCAC)

**Number of Members:** 10

*Note: An inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.*

**Committee Status (Ongoing or Active):** Ongoing

**Date Created:** 02/17/2011

**Date to be Abolished:** TBD

**Budget Strategy (Strategies):** 3-2-1

**Strategy Title:** Network Services

**Budget Strategy (Strategies):**

**Budget Strategy (Strategies):**

| State/Federal Authority | Select Type | Identify Specific Citation |
|---|---|---|
| State Authority | N/A | Discretionary |
| State Authority | | |
| State Authority | | |
| Federal Authority | | |
| Federal Authority | | |
| Federal Authority | | |

*Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.*

**Committee Members' Direct Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Committee Members' Indirect Expenses**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Travel | $0 | $0 | $0 |
| Personnel | $0 | $0 | $0 |
| Number of FTEs | 0.0 | 0.0 | 0.0 |
| Other Operating Costs | $0 | $0 | $0 |
| *Total, Committee Expenditures* | $0 | $0 | $0 |

**Method of Financing**

| | Expended Exp 2015 | Estimated Est 2016 | Budgeted Bud 2017 |
|---|---|---|---|
| Method of Finance | $0 | $0 | $0 |
| 1 - General Revenue Fund | $0 | $0 | $0 |
| _____ | 0.0 | 0.0 | 0.0 |
| _____ | $0 | $0 | $0 |
| _____ | $0 | $0 | $0 |
| Expenses/MOFs Difference: | $0 | $0 | $0 |

**Meetings Per Fiscal Year**

| | | | |
|---|---|---|---|
| | 4 | 4 | 4 |

**Committee Description:**

The Telecommunications Customer Advisory Council (TCAC) shall provide an established faction to contribute to the broad direction and quality assurance actions of Communications Technology Services (CTS) from the customer perspective.

*Committee Bylaws: Please provide a copy of the committee's current bylaws and most recent meeting minutes as part of your submission.*

**1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?**

TCAC will meet quarterly, or at other regular intervals agreed by the Council members. Additional meetings may be scheduled at the discretion of the Chair. Meetings are held at DIR facilities in Austin, TX. Participants are offered a call in option.

**2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.**

- Approved Council minutes and action items;
- Prepared reports or responses to special requests;
- Recommendations and evaluations as requested;
- Requests for ad hoc teams; and
- Surveying process/feedback methods.

**3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?**

No recent recommendations have been made by the committee. Meetings tend to be discussions on customer and DIR initiatives, but no recommendations have been made by the group.

**4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency?**

Yes

**4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?**

Yes

**5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?**

30.0

**5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.**

Staff support tasks include:
- Preparation to schedule meetings and develop agenda
- Preparation to facilitate meeting
- Participation in meeting
- Develop and disseminate meeting minutes

**6. Have there been instances where the committee was unable to meet because a quorum was not present?**

Yes

*Please provide committee member attendance records for their last three meetings if not already captured in meeting minutes.*

**7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?**

The meetings are structured as working groups not as formal, public meetings.

**7b. Do members of the public attend at least 50 percent of all committee meetings?**

No

**7c. Are there instances where no members of the public attended meetings?**

Yes

**8. Please list any external stakeholders you recommend we contact regarding this committee.**

N/A

**9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?**

No

**9b. Please describe the rationale for this opinion.**

There is not enough customer interest in advising the telecommunications to warrant a distinct advisory council, apart from the general Customer Advisory Committee. The group has a lot of discussion, but

has not been effective in helping set a strategic direction. The group tends to concentrate on items that affect them directly, rather than the state as a whole. Many of these meetings end up being updates on customer and DIR initiatives.

**10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:**

| **10a. Is there any functional benefit for having this committee codified in statute?** | No | **10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?** | No |
|---|---|---|---|

**10c. If "Yes" for Question 10b, please describe the rationale for this opinion.**

**11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?** — Consolidate

**11b. Please describe the rationale for this opinion.**

There is not enough customer interest in advising the telecommunications to warrant a distinct advisory council, apart from the general Customer Advisory Committee. Ad Hoc committees with a specific charge and focus would be more effective.

**12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?** — No

**12b. If "Yes" for Question 12a, please describe the rationale for this opinion.**

**13. Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.**

Complete all TCAC functions within the existing Customer Advisory Committee.